



RECONCILIATION  
ACTION PLAN

REFLECT

HK>A

RECONCILIATION

Action Plan

Reflect March 2021 – March 2022



## Acknowledgement

We wholeheartedly acknowledge Australia's First Peoples as the Traditional Custodians of the land on which we operate our business. We celebrate their continuing cultures, which are among the oldest living cultures in human history. We pay respect to their ancestors and Elders past and present.

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# Vision Statement



**Alistair Mein**  
Partner, Head of Oceania

I am excited to present our first Reconciliation Action Plan (RAP) to define our commitment and contribution to reconciliation in Australia. It is an important first step towards strengthening our relationships with Aboriginal and Torres Strait Islander peoples, and our RAP sets out the steps we need to take along this important journey.

Our RAP is based on three core pillars – Relationships, Respect and Opportunities. I believe we can make a positive impact with Aboriginal and Torres Strait Islander Peoples in areas such as education, engagement, empowerment and employment by:

- Establishing long-lasting relationships built on trust and respect
- Embedding cultural understanding among colleagues through education and increased awareness of cultural heritage and history
- Advocating equal and equitable access to opportunities through our association in more community-based project delivery, particularly infrastructure, housing and education projects.

The development of this RAP is the result of the commitment of HKA's Executive Team and Equality, Diversity & Inclusion (ED&I) Working Group towards reconciliation, and it is a key action of our ED&I Strategy. Our ED&I Strategy recognises that ED&I is far reaching and encompasses a range of dimensions or 'impact areas'. Through research and discussion, we have identified six Impact Areas that are particularly important to us. Inclusion of Aboriginal and Torres Strait Islander Peoples in the infrastructure sector is one of the six Impact Areas and the focus helps to set a framework to bring our commitment to fruition.

Our aim is that each and every colleague shares this commitment and contributes to the success of this action plan. This commitment is reflected in our Corporate Social Responsibility framework and our ED&I Strategy.

We make the pledge to work together with Aboriginal and Torres Strait Islander businesses and community leaders to achieve meaningful and sustainable outcomes. Through our actions we hope to inspire our clients, colleagues and their family members to also take action and to join us in the journey of creating a just, equitable and reconciled Australia.



## About HKA

HKA is one of the world's leading providers of consulting, expert and advisory services for the construction and engineering industry. From construction and manufacturing to processes and technology, our people provide the consulting, expert and advisory insight that make the best possible outcomes a reality for public and private sector clients worldwide.

With over 1000 professionals operating from over 40 offices in 17 countries worldwide, we have a footprint in every continent. In Australia, we employ more than 120 people in four offices across Australia – Brisbane, Melbourne, Perth and Sydney. We are passionate about our people; we want them to succeed and continually develop in their respective fields.

HKA does not currently have any colleagues who identify as Aboriginal and/or Torres Strait Islander People. We seek to have representation within our organisation as part of our participation in the RAP journey. *“We want HKA to be an organisation that truly understands and respects Aboriginal and Torres Strait Islander cultures. Through our actions we aim to provide a safe and welcoming environment to potential Aboriginal and Torres Strait Islander colleagues and will explore how our Employee Value Proposition can be optimised to attract talent of Aboriginal and Torres Strait Islander heritage”*. HKA ED&I Strategy, September 2020.

## OUR BRAND VALUES

Our brand values and core principles help shape our behaviour and actions, ensuring we remain on the right path and fulfil our reconciliation goals.

### Agile

We embrace and rapidly adapt to change, challenges, events and opportunities. We are very clear about what we stand for. We look to the future.

### Confident

We inspire clients to trust us with their business and business-critical projects and decision-making.

### Collaborative

We embrace the principles, practices and processes of collaborative organisational structure that enhance communication and the exchange of ideas, and foster teamwork.

### Innovative

We are progressive and make continuous improvement an integral part of the way we operate.

### Passionate

We are meaningfully different, inspiring and distinctive and earn the most interest and attention in our space, both on- and off-line.

## Our **Reconciliation** Journey

Whilst progress has been made towards achieving a just, equitable and reconciled Australia, much more can be done. All sections of the community—governments, civil society, the private sector and Aboriginal and Torres Strait Islander communities—have a role to play.

During the 2000s, the corporate sector, inspired by the RAP Program developed by Reconciliation Australia, became a major contributor to the national reconciliation effort. By developing a RAP, organisations can set out a clear road map with measurable actions to move towards the five dimensions of reconciliation – historical acceptance, race relations, equality and equity, institutional integrity and unity.

At HKA we are embarking on our reconciliation journey and our Reflect RAP symbolises the first steps we will be taking to achieve our reconciliation goals. We acknowledge that this is just the start of our journey and we look forward to growing as we advance along the path that is now set.

Reconciliation Australia's RAP Framework provides a structured approach to advance reconciliation, with four different RAP types to take us on our reconciliation journey. These are:

**Reflect – Scoping reconciliation:** A Reflect RAP sets out the steps we need to take to prepare us for the reconciliation initiatives in successive RAPs. Committing to a Reflect RAP allows us as an organisation to spend time scoping and developing relationships with Aboriginal and Torres Strait Islander stakeholders, deciding on our vision for reconciliation and exploring our sphere of influence.

**Innovate – Implementing reconciliation:** An Innovate RAP will outline the actions that work towards achieving HKA's unique vision for reconciliation. An Innovate RAP focuses on developing and strengthening relationships with Aboriginal and Torres Strait Islander peoples, engaging colleagues and stakeholders in reconciliation, developing and piloting innovative strategies to empower Aboriginal and Torres Strait Islander peoples.

**Stretch – Embedding reconciliation:** A Stretch RAP is for once we have developed and begun to implement reconciliation strategies, and have established a strong approach towards advancing reconciliation both internally and within our organisation's sphere of influence. This type of RAP focuses on implementing longer-term strategies and working towards defined measurable targets and goals. The Stretch RAP will require us to embed reconciliation initiatives into business strategies to become 'business as usual'.

**Elevate – Leadership in reconciliation:** An Elevate RAP is for organisations that have a proven track record of embedding effective RAP initiatives in their organisation through their Stretch RAPs and are ready to take on a leadership position to advance national reconciliation. Elevate RAP organisations have a strong strategic relationship with Reconciliation Australia and actively champion initiatives to empower Aboriginal and Torres Strait Islander peoples and create societal change.

Reconciliation Australia provides a wealth of resources and additional information on the reconciliation process on their website: <https://www.reconciliation.org.au/>

# HKA's **Reflect** Reconciliation Action Plan

Our Reflect RAP marks the start of our journey of learning, which will enable us to develop our strategy and actions for our target areas: education, engagement, empowerment and employment. These target areas have been identified by the Equality, Diversity and Inclusion (ED&I) Working Group as being areas in most need of focus and where our initial actions can have the greatest impact.

Our Reflect RAP sets HKA's commitment to establishing measurable objectives that will help us to progress along the path of reconciliation. As an initiation task, we have assigned responsibility for the development of this Reflect RAP to a sub-set of the ED&I Working Group in order to share roles and responsibilities relating to advocacy and influence, and to provide the impetus needed to support the development of our Innovate RAP.

The membership of the inaugural RAP Working Group includes:

- Lee Callaghan, Principal, Advisory, and HKA RAP Champion
- Nicolette Cumbo, Senior Consultant
- Thom Powell, Senior Consultant
- Jessica Qiu, Lead Consultant
- Ben Ripley, Associate Director
- Petrice Sullivan, Global Graphic Designer
- Hayley Davis, Principal – Advisory, and Chair of the ED&I Working Group to interface between the two groups.

The RAP Working Group will utilise the Reflect RAP as a framework for their leadership and actions, and will report to the ED&I Working Group and HKA's Executive Team. The core objectives of the ED&I Working Group in relation to this RAP are to:

- Establish Terms of Reference for the RAP Working Group, encompassing mission statement, values and principles
- Raise internal and external awareness of our RAP and commitment to reconciliation
- Elevate our knowledge and understanding of Aboriginal and Torres Strait Islander cultures and history
- Actively acknowledge and recognise Aboriginal and Torres Strait Islander cultures and dates of significance
- Implement our commitments detailed in the following section.

## Our **Action** Categories

Our Action Plan focuses our actions into six categories.



### Equality, Diversity and Inclusion Foundations

Establishing the foundations for Equality, Diversity and Inclusion at HKA



### Leadership Commitment

Visible demonstrated commitment from our Leadership Teams



### Aboriginal and Torres Strait Islander Engagement

Impactful and continuous engagement with Aboriginal and Torres Strait Islander Communities



### Communication

Internal and external communication to raise awareness



### Measurement and Accountability

Meaningful metrics to measure and track progress



### Organisation Capability Development and Integration

Strategic actions on an organisation level, both locally and globally



## Our Commitments – Relationships

HKA recognises that relationships built on mutual understanding and trust are the foundations for meaningful reconciliation. We recognise the power of strong relationships and know that we can do more and achieve more by establishing stronger relationships with Aboriginal and Torres Strait Islander communities.

Action	Deliverable	Timeline	Responsibility
1. Promote reconciliation through our sphere of influence 	Develop and implement a communications strategy to raise awareness amongst HKA colleagues and our clients about our RAP commitments.	June 2021	Principal
	Develop an annual program of initiatives and communications as part of the RAP Working Group Terms of Reference that ensure the RAP actions and deliverables, as well as HKA's commitment to it, are frequently updated/mentioned in the Newsletter and other communiques to keep the strategy at the forefront of people's minds.	June 2021, and quarterly thereafter	Principal
	Feature the RAP on The Hub intranet and HKA website to ensure as much visibility as possible.	March 2021	Graphic Designer
	Identify external stakeholders that our organisation can engage with on our reconciliation journey.	June 2021	Senior Consultant
2. Establish mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations 	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey, and share our vision of creating more opportunities for Aboriginal and Torres Strait Islander peoples.	June 2021	Senior Consultant
	Develop a list of Aboriginal and/or Torres Strait Islander peoples, communities and organisations that we could approach to connect with on our reconciliation journey and publicise on The Hub intranet.	March 2021	RAP Working Group, All
3. Build relationships through celebrating National Reconciliation Week 	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	March 2021, and quarterly thereafter	Senior Consultant
	Increase our awareness and understanding of National Reconciliation Week via presentations at company-wide Town Hall briefings and Business Stream briefings during the month of NRW.	May 2021	Senior Consultant
	Circulate Reconciliation Australia's National Reconciliation Week resources and reconciliation materials via internal Newsflash and external social media outlets.	May 2021	Graphic Designer
	Include National Reconciliation Week in HKA's cultural calendar.	March 2021	Graphic Designer
4. Promote positive race relations through anti-discrimination strategies. 	Encourage Senior leaders and colleagues to attend external event to support National Reconciliation Week and share learnings from it.	May 2021	Senior Consultant
	Research best practice and policies in areas of race relations and anti-discrimination.	June 2021, and quarterly thereafter	Senior Consultant
	Conduct a review of HR policies and procedures of the Australian business to identify existing anti-discrimination provisions, and future needs.	June 2021	Senior Consultant
	Continue to develop HKA Oceania's Equality, Diversity & Inclusion Strategy, and provide input to the development of the Global Equality, Diversity & Inclusion Strategy.	March 2022	Principal



## Our Commitments – Respect

HKA is committed to understanding, respecting and preserving all cultures, heritage and histories. We understand that showing respect for Aboriginal and Torres Strait Islander ways of doing things is the first step to building respectful relationships and moving towards a shared national identity.

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning. 	Conduct a review of cultural learning needs within our organisation. Develop a training plan to increase awareness of cultures, heritage and history. Showcase Aboriginal artwork in all HKA Oceania offices	June 2021, and quarterly thereafter September 2021 March 2022	Associate Director Senior Consultant Graphic Designer
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols. 	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational areas. Increase all HKA colleagues understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. Invite an Aboriginal Elder to provide a Welcome to Country at significant HKA events throughout the year (1-2 times per year as a minimum within RAP Working Group Program).	June 2021 June 2021 June 2021	Associate Director Senior Consultant Senior Consultant
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week. 	Increase our awareness and understanding of NAIDOC Week (4-11 July) via presentations at company-wide Town Hall briefings and Business Stream briefings during the month of NAIDOC week. Include NAIDOC Week in HKA's cultural calendar and promote external events in our local area via internal Newsflash and external social media outlets. RAP Working Group to participate in an external NAIDOC Week event.	July 2021 June 2021 July 2021	Associate Director Graphic Designer Principal



## Our Commitments – Opportunities

HKA strongly believes in equal and equitable participation and access to education, employment and health opportunities. While we invest significantly in the development of our people, we have recognised the need for more Aboriginal and Torres Strait Islander peoples to be engaged with and working in our industry - the engineering and construction sector. We have a huge part to play in removing barriers to participation and recognise the first step we can make is to commit to our actions and to promote understanding within our sphere of influence.

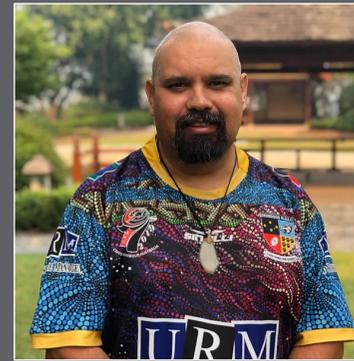
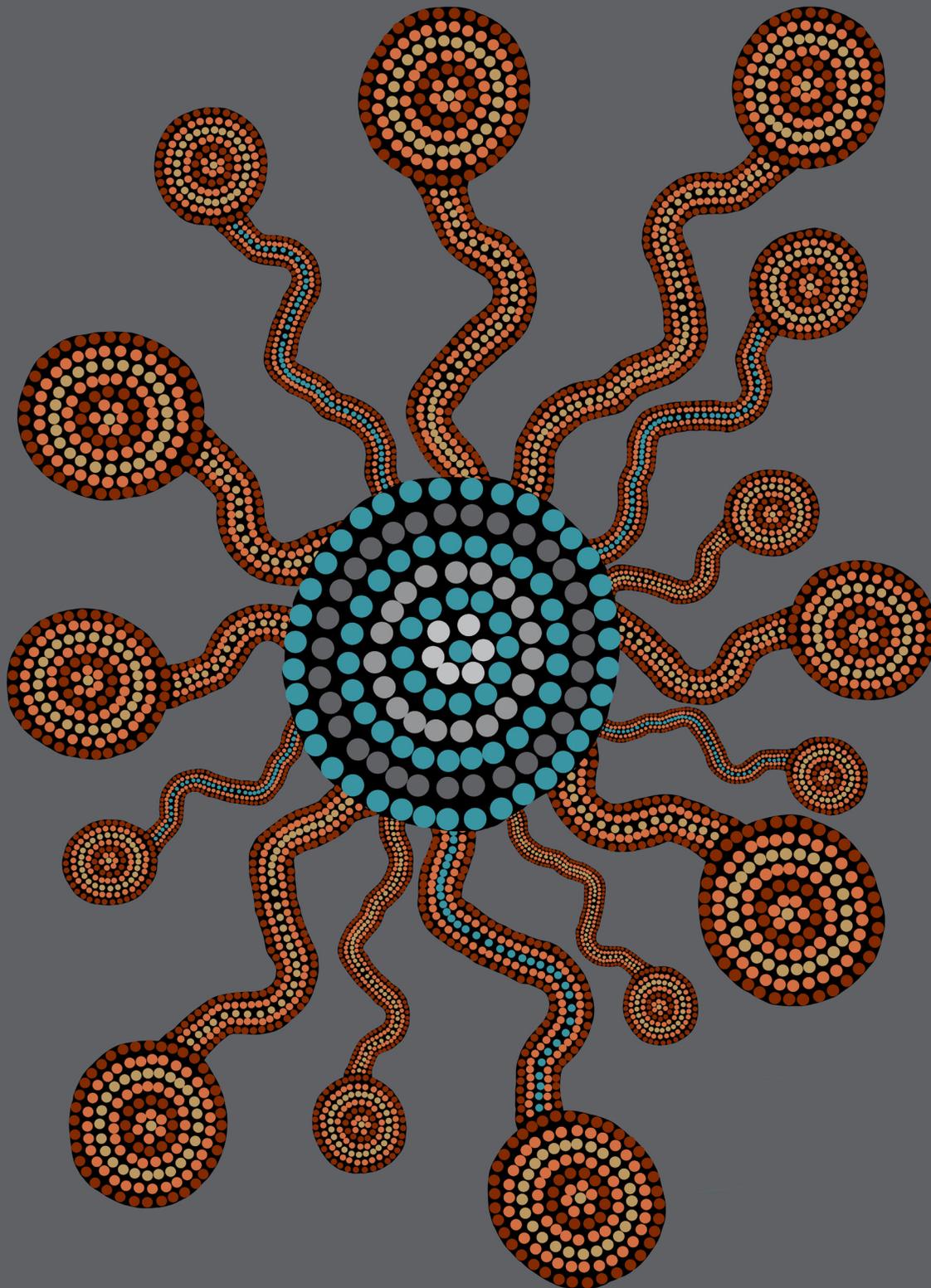
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development 	Build a deeper understanding of current Aboriginal and Torres Strait Islander employment in our industry.	March 2022	Lead Consultant
	Present this understanding in a business case for Aboriginal and Torres Strait Islander employment within our organisation.	March 2022	Lead Consultant
	Investigate options to provide further study and employment through our business for any current and future Aboriginal and Torres Strait Islander in the fields we operate in.	March 2022	Lead Consultant
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes 	Create a list of local suppliers for each of the offices for items such as stationery and other consumables.	June 2021	Senior Consultant
	Develop and educate an organisation-wide understanding of the mutual benefits of using Aboriginal and Torres Strait Islander sourced goods and services	June, and quarterly thereafter	Senior Consultant
	Investigate Supply Nation membership. Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses.	September 2021 September 2021	Senior Consultant Senior Consultant



## Our Commitments – Governance

HKA is committed to doing what we say we are going to do. We pledge to hold ourselves accountable for tracking progress against our goals and advancing in our reconciliation journey.

Action	Deliverable	Timeline	Responsibility
10. Establish a RAP Working Group as a sub-set of the ED&I Working Group 	Establish a RAP Working Group and Terms of Reference, within the remit of the ED&I Working Group, to focus on developing our strategy and action items for our target areas: education, engagement, empowerment and employment and proactively advancing the implementation of our RAP.	March 2021	Principal
	Establish Aboriginal and Torres Strait Islander representation on the RWG.	September 2021	Senior Consultant
11. Provide appropriate support for effective implementation of RAP commitments 	Define resource needs for RAP implementation.	June 2021	Senior Consultant
	Engage senior leaders in the delivery of RAP commitments and include as an ongoing action in the communication plan.	March 2022	Senior Consultant
	Define appropriate systems and capability to track, measure and report on RAP commitments, and capture as part of RAP Working Group program.	June 2021	Senior Consultant
12. Build accountability and transparency by reporting performance of RAP outcomes to Reconciliation Australia 	Complete the annual RAP Impact Measurement Questionnaire and submit to Reconciliation Australia. Publish progress and outcomes.	September 2021	Senior Consultant
	Communicate RAP achievements, challenges and learnings both internally and externally via internal Newsflash and external social media outlets.	March 2022	Senior Consultant



## Artwork

Through this Reflect RAP, we commit to engaging with Aboriginal and Torres Strait Islander Peoples, to understand our place within the land, our role within the community, and the potential of our contribution to a thriving world.

The Traditional Custodians of the land upon which we walk have long histories of innovation, systems thinking, and resilience. At HKA, we too are innovators who thrive on complexity. The diverse network of individuals who make up HKA enables us to serve the clients and communities we operate in.

Our renewed appreciation of connection between the people and the land through its diverse networks, is expressed through the artwork of Garry Purchase, a proud Aboriginal man of Dharawal, Bidjigal and Dhungutti descent. He is a member of the Timbery family of which there are many famous members. Garry grew up in Sydney's Eastern suburbs in Botany and was raised amongst the Aboriginal community of La Perouse. His style is a contemporary expression of Aboriginal art focusing on his own personal journey, experiences and social issues that pushes creative boundaries as he stretches the limits of what Aboriginal art can be. We are sincerely grateful for the way Garry has conveyed the link between our passion and spirit to our skills and capabilities as we take this reflection step.



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