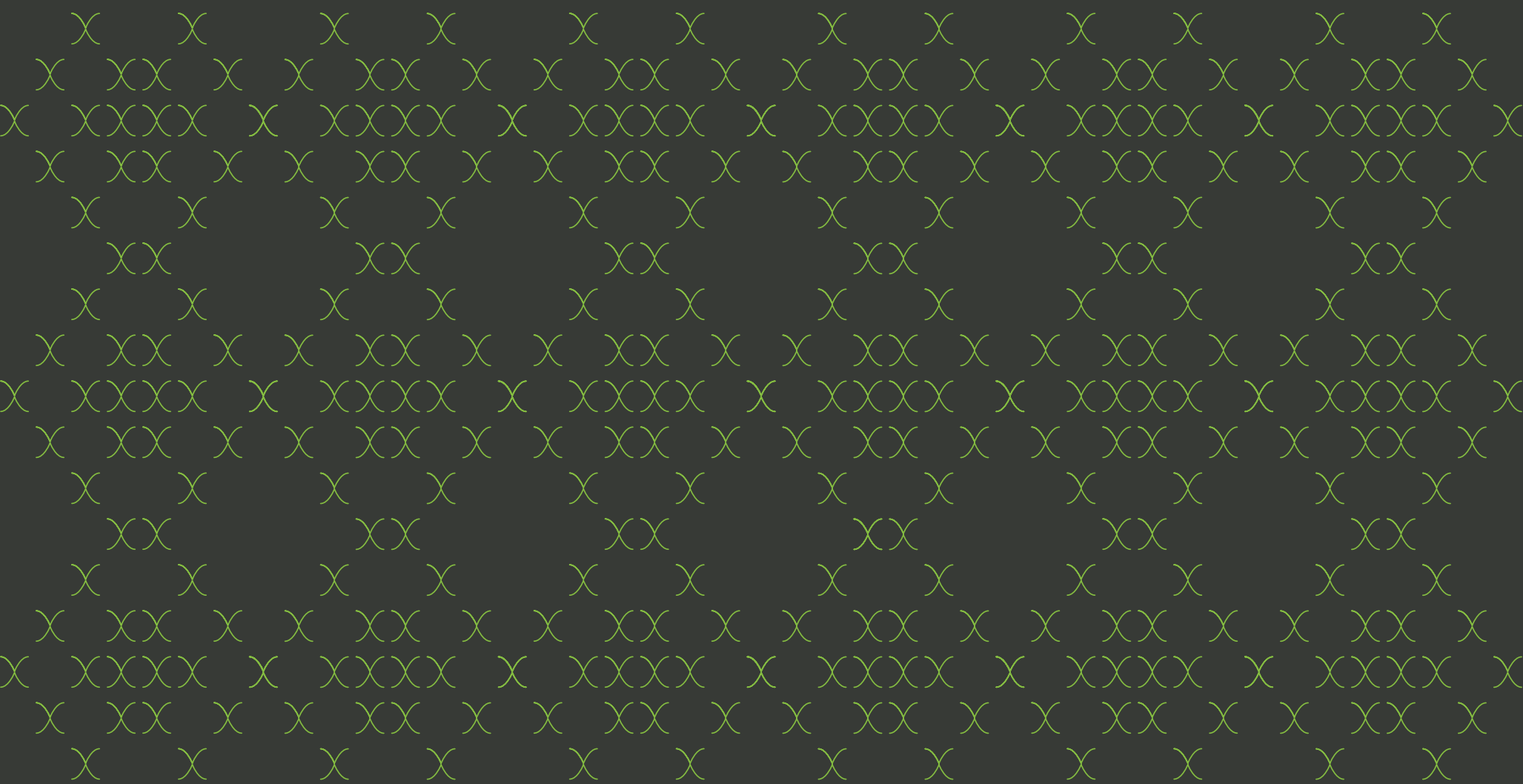


He Rautaki Māori



Bringing ideas to life

Whakahā ngā whakaaro
Kia māia, kia kaha, mahi tahi



*Ehara taku toa i te toa takitahi,
ēngari he toa takitini*
*Success is not the work of one,
but that of many*





Message from the Aotearoa Leadership Team

We are very excited to share with you He Rautaki Māori for Aurecon Aotearoa.

This is a significant milestone for our Aotearoa whānau, He Rautaki Māori brings to life our anamata (vision), for Aurecon to have an authentic commitment to te ao Māori and Te Tiriti o Waitangi.

Māori values are part of our national identity – how we see ourselves and how we are viewed by the world. At Aurecon we acknowledge Te Tiriti o Waitangi and our commitment to te ao Māori, in our own unique way. We aim to reflect Te Tiriti o Waitangi principles within the core tenants of this strategy.

He Rautaki Māori is intended as an evolving and transformative journey that will bring together

the many culturally responsive threads that already exist within our business and extend them in new directions.

We have a real opportunity to work together to protect, nurture, and develop our cultural capability to benefit our clients, our people, and our communities. As we do this, we will be able to support wider social, economic, cultural and environmental outcomes for all of Aotearoa.

The Aotearoa Leadership Team is committed and fully supports He Rautaki Māori. We encourage you to embrace it as a way of driving our progress in strengthening our relationships with iwi, Māori communities and getting better outcomes for our clients and people.



Tracey Ryan

Managing Director, Aotearoa

Josie FitzGerald

Land and Water Leader

David Hughes

Transport Leader

Matt Capon

Buildings Leader

Sophia Beale

People Business Partner

Jodi Prior

Client Director Leader

Dan Martin

Energy & Industrial Leader

Tom Walmsley

Advisory Leader Aotearoa

Tim Watterson

Head of Major Projects

Sarah Howard

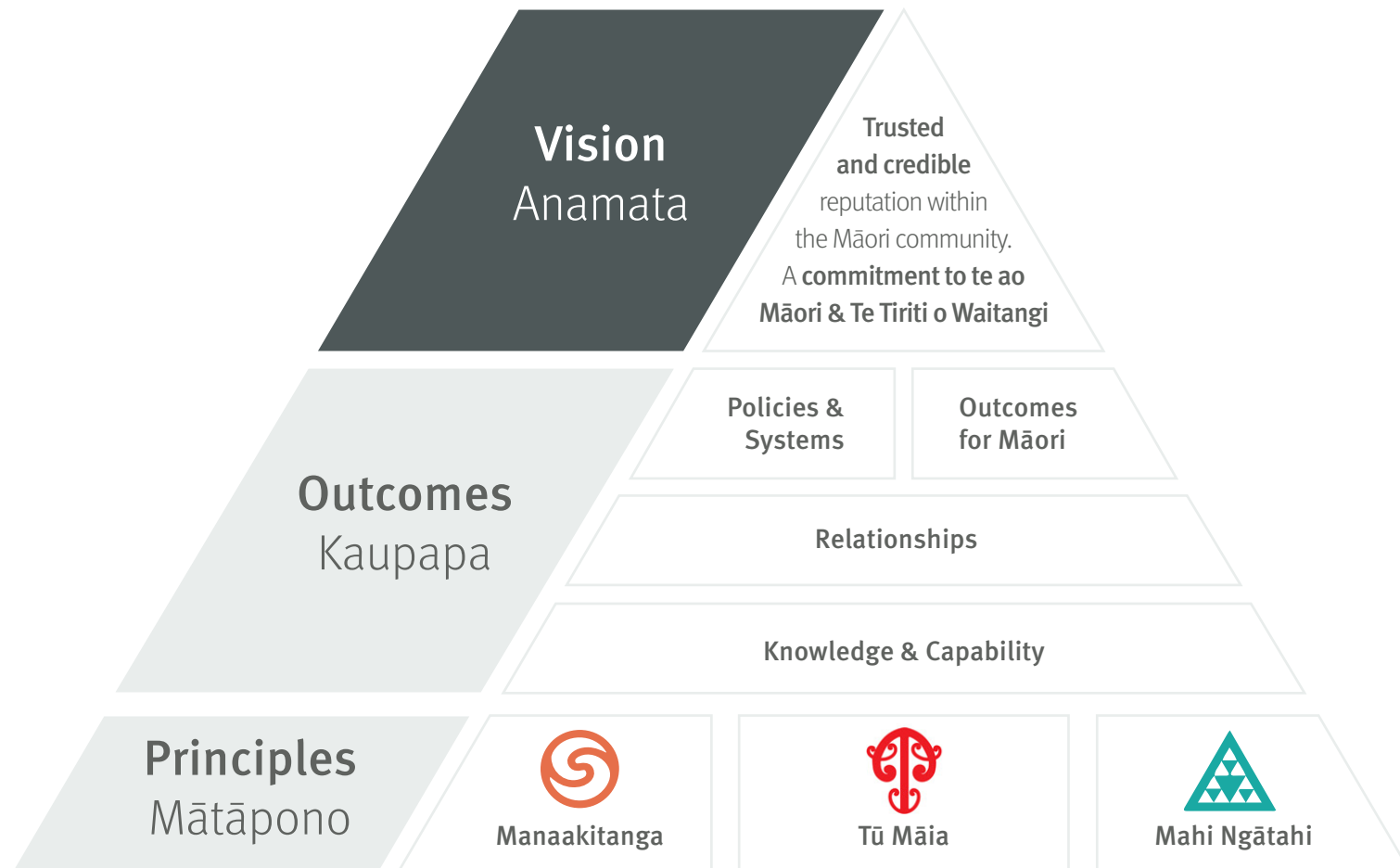
Pou Ārahi Māori Leader

Keri Niven

Digital Practice Leader



He Rautaki Māori





Anamata

HE RAUTAKI MĀORI VISION

He pakihi kei te mōhiotia
whānuitia, kei te whakaponotia
hoki i roto i te hāpori Māori.

He wairua pono tō Aurecon i āna
haepapa hāpaiake i te ao Māori
me Te Tiriti o Waitangi, ka mutu
kua titia tēnei ki te muka o te
pakihi nei.

- Aurecon's vision is to be known, trusted and have a credible reputation within the Māori community.
- Aurecon's vision is to have an authentic commitment to te ao Māori and Te Tiriti o Waitangi, that is embedded into the organizations.

Mātāpono

HE RAUTAKI MĀORI PRINCIPLES

Manaakitanga | We support and care for others

- Aurecon strives to create a welcoming environment that culturally supports and encourages all people.
- Aurecon strives to ensure that we are welcoming to all people and we look after each other.

*Manaakitia ai te katoa e mātou.
We look after all.*

Mahi Ngātahi | We work together

- We will work together with others so we can achieve more.
- We will engage and collaborate with iwi and Māori to ensure our work contributes to an Aotearoa that is diverse and recognises their cultural identity.

*Ehara taku toa i te toa takitahi,
engari hetoa takimano, takitini.
Success is not the work of one,
but that of many.*

Tū Maia | We are courageous and brave

- Aurecon is on a journey to build te ao Māori capability. We are brave and courageous in this journey, we do not let fear become a barrier to progress.

*Tūwhitia te hopo, mairangatia te angitū.
Feel the fear and do it anyway
- Te Wharehuia Milroy.*



Knowledge & Capability

OUTCOMES

Build our knowledge of te ao Māori and the place of Te Tiriti o Waitangi.

We can use basic te reo (greetings, introductions, mihi and pronunciation) and tikanga (pōwhiri protocols, and every-day guidelines).

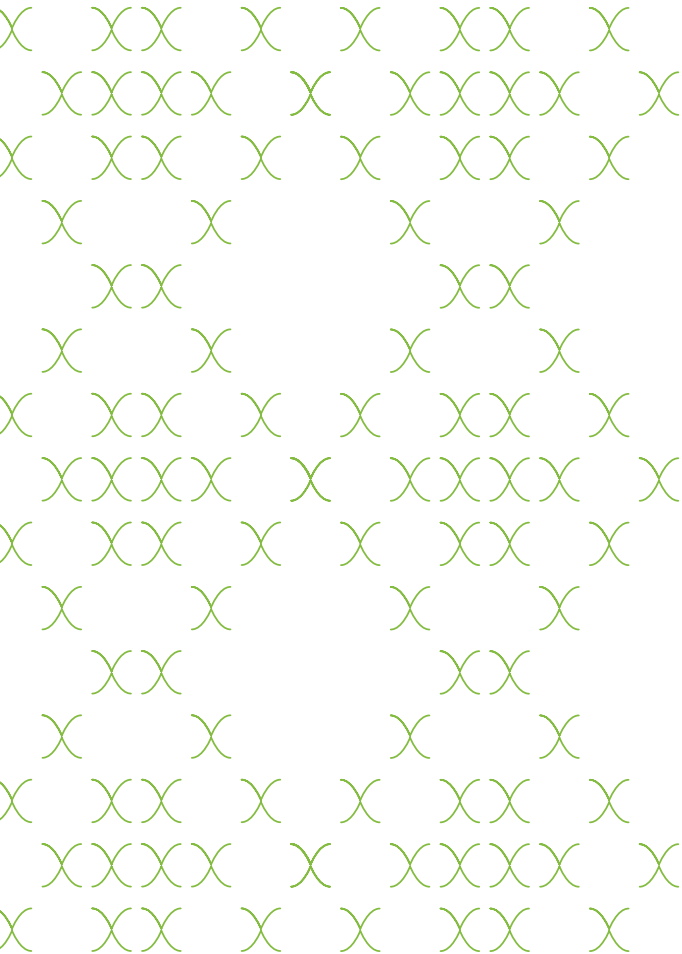
We understand when and how to apply te reo, tikanga and key te ao Māori concepts.

KAUPAPA

Cultural capability building programme.

ACTIONS: JANUARY 2022 – JANUARY 2023

Key deliverable (action/tasks)
Socialisation of He Rautaki Māori.
Gather resources including karakia, basic greetings, and the Aurecon waiata made easily accessible and user friendly for all staff.
Provide Te Tiriti o Waitangi understanding/application workshops for more staff.
Basic te reo Māori and tikanga courses provided to all staff.
Provide opportunity for regular 'give it a go spaces/time' where only te reo Māori is used.
Identify champions for each office.
Recruit a Kaumatua who provides Aurecon with cultural safety during formal whakatauki/pōwhiri and provides tikanga guidance as needed.
Onboarding process/AureconU learning modules incorporate guidance on basic tikanga, engagement and awareness of Te Tiriti o Waitangi.
Organise events to celebrate significant Māori dates i.e. Matariki, Te Wiki o Te Reo Māori, Waitangi Day.



ACTIONS: 2023 ONWARDS

Key deliverable (action/tasks)

Mihi whakatau process developed for welcoming special visitors and new staff.

Develop te ao Māori element into recognition of retiring owners.

Targeted series of bi-annual forum to discuss topics that encourage application of te ao Māori/Te Tiriti o Waitangi and raise awareness of any Aurecon policy changes.

Organise a Marae noho visit for leadership team.

Encourage leadership to organise noho marae for teams (where appropriate).

Carry out a staff cultural capability needs survey, incorporate Peakon data/results, review cultural capability building programme.

Increase Māori digital literacy - enable client and project leaders to understand principles of Māori data sovereignty and Māori world view and understand how to incorporate these principles into bids and project delivery (includes building awareness of relevant policy and implementation guidance).



Relationships

OUTCOMES

We highly value maintaining strong relationships with iwi and Māori organisations.

Tikanga Māori guides our relationships with iwi and Māori (Rangatira ki te Rangatira etc.)

Our relationships with iwi and Māori organisations inform and influence our work.

We have good systems in place to ensure maintenance of these relationships.

KAUPAPA

Iwi/Māori relationship guidance, strategy, management system.

ACTIONS: JANUARY 2022 – JANUARY 2023

Key deliverable (action/tasks)

Develop and socialise iwi/Māori relationship guidance material.

Provide iwi/Māori engagement training/workshops.

Carry out workshops to identify and assess health of existing iwi/Māori relationships. Develop and implement iwi/Māori relationship strategy.

Design and socialise iwi/Māori relationship management system.

- Use iwi data from Workday to inform management system.

Key deliverable (action/tasks)

Survey key iwi/Māori organisations to further measure the health of Aurecon's iwi/Māori relationships.

Provide iwi/Māori engagement training workshops.



Policies & Systems

OUTCOMES

We regularly audit our policies and systems to ensure cultural bias is identified and addressed.

Our physical environment reflects our commitment to te ao Māori and our relationships with iwi/Māori.

KAUPAPA

Cultural bias review and audits, Rōpū network, Cadetship programme, visibility.

ACTIONS: JANUARY 2022 – JANUARY 2023

Key deliverable (action/tasks)

Strengthen the cadetship programme including support provided. Further develop connections with education providers/government departments/STEM providers.

Review and amend key tools to address cultural bias:

- Collection and use of ethnicity data

Review and amend key policies to address cultural bias:

- Recruitment/Equal Employment Opportunity
- Leave Provisions

Review and amend key tools to incorporate a Māori lens:

- Inform 'Design to Innovate' review



ACTIONS: 2023 ONWARDS

Key deliverable (action/tasks)

Review and amend key processes to incorporate a Māori lens:

- Include Māori engagement/consultation in Project Risk Assessment Form (consider approach to risk management on projects in review of Aurecon Methodology)

Review and amend key processes to incorporate a Māori lens:

- Increase diversity in governance of Major projects

Establish a supportive and active whānau network for Māori at Aurecon.

Job titles and service group team names translated into te reo Māori (where appropriate).

Branding and signage review of offices, incorporating more visibility of te reo Māori and te ao Māori.

Develop and use te reo Māori translations for meeting rooms.

Review and amend key policies to address cultural bias:

- Workplace harassment, discrimination, bullying & violence prevention
- Performance

Outcomes for Māori

OUTCOMES

Our delivery provides improved Māori outcomes.

We can demonstrate the Māori outcomes we contribute to.

We enable iwi/Māori participation in our projects, ensuring our work reflects iwi interests and Māori aspirations.

KAUPAPA

Procurement, corporate responsibility, measure and communicate.

ACTIONS: JANUARY 2022 – JANUARY 2023

Key deliverable (action/tasks)

Review procurement policies and protocols, set target to increase use of Māori businesses as suppliers.

Identify, set targets and measure corporate responsibility activities that directly impact Māori.

Develop dashboard that measures Māori outcomes in projects.

Develop strategies to increase partnerships with Māori businesses in project delivery.

Review and integrate dashboard that communicates and measures Māori outcomes in projects.





Measures of success

The actions we have identified in this strategy aim to achieve our vision of Aurecon having an authentic commitment to te ao Māori and Te Tiriti o Waitangi.

We will measure our success in reaching our vision using the measures outlined in this He Rautaki Māori.

We will track the success measures to help achieve the transformational shift we have committed to at Aurecon.

Outcomes - Kaupapa	Measures
Knowledge & Capability	Number of staff who have participated in at least one Te Tiriti o Waitangi application workshop Number of staff who can recite their own mihi Number of staff who feel confident in their understanding of basic tikanga
Relationships	Number of staff who have participated in at least one iwi/Māori engagement training workshop Number of relationships with iwi/Māori groups Health of Aurecon's iwi/Māori relationships
Policies & Systems	Number of Māori staff working at Aurecon Number of Māori staff indicating in Peakon that they have experienced discrimination at Aurecon Number of major projects with Māori capability in their governance
Outcomes for Māori	Percentage of suppliers that are Māori businesses Percentage of partnerships with Māori businesses in project delivery Number of projects that achieve broader Māori outcomes



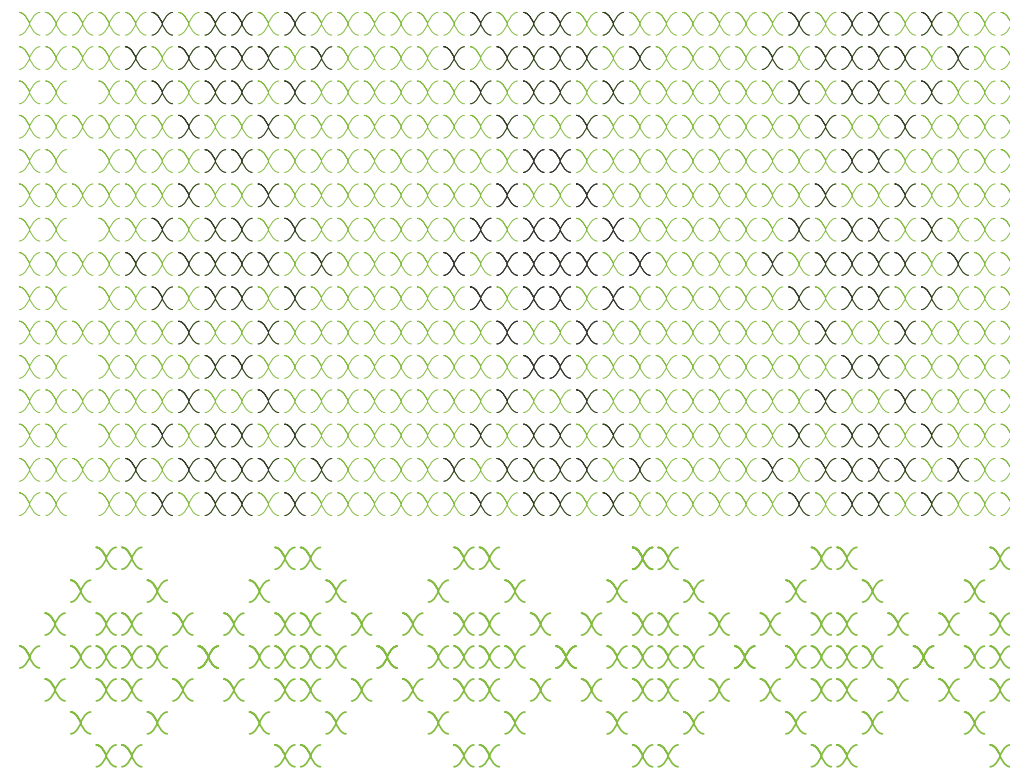
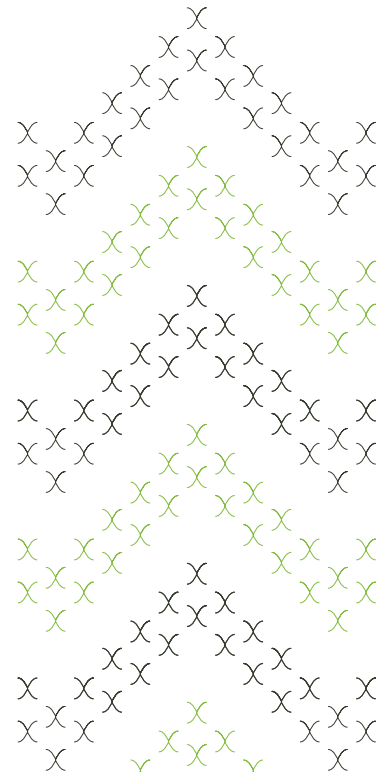
KŌRERO

Aurecon strives for a better future for people, communities and our planet. This series of Māori patterns have been inspired by poutama, pātiki and kaokao tukutuku designs.

Tukutuku panels are decorative wall panels that were once part of the traditional wall construction used inside of wharenui. Important for aesthetic appeal, but more so for the stories they convey.

The art of tukutuku is a time-consuming craft that demands patience, persistence and teamwork. How tidy and cohesive the end outcome reflects how well the people (who work in pairs from either side) worked together.

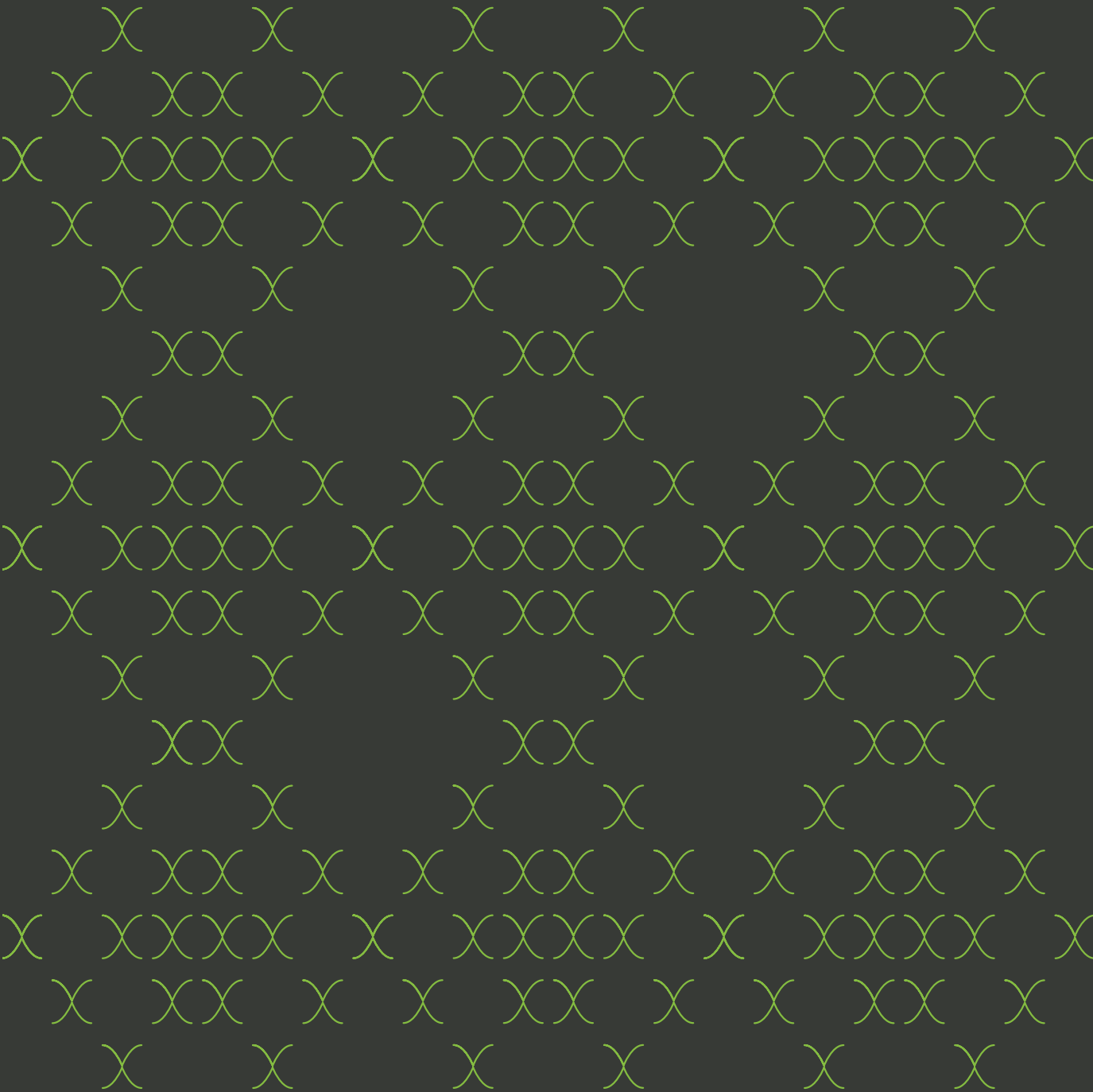
He Rautaki talks about ngā mātāpono such as mahi tahi so these modern graphics are an ode to this traditional artform which instantly speaks to the importance of collaboration. The various pātiki patterns throughout connect to the notion of manaakitanga - with the flounder-shaped diamond forms being a symbol of hospitality. The strength and bravery of Tū maia is depicted in the kaokao pattern - symbolising protection of all within the whare and Rōpū. The poutama symbolises your journey as you strive upward on your journey to achieve your anamata.



About Aurecon

Aurecon is a design, engineering and advisory company. Our purpose is bringing ideas to life, to imagine and co-create with our clients a better future for people and the planet.

For more information, please visit aurecongroup.com



Bringing ideas to life