

AECOM

Mahere Rautaki Māori

AECOM's strategy in Aotearoa
New Zealand to embed Te Ao Māori



Stand like the Kahikatea
To brave the storms
Embrace and receive
We are one together

E tū Kahikatea –
Hei whakapae ururoa
Awhi mai awhi atu
Tātou tātou e

Mihi

**Tēnei te mihi, tēnei te karanga
Kia tūwhera ai ngā tatau ki te whai Ao
Ki te Ao marama
Tīhei Māuri ora!**

**E ngā mana nui, e ngā mana roa
Ō tawhiti, ō tata tēnā koutou katoa.**

**Tēnā rauika mai ki tēnei te puka
Mahere Rautaki
Māori e ngunguru nei, e ngunguru nei**

**Mauri ora
Ki a koutou katoa!**

Message from the Aotearoa New Zealand Leadership Team

Mahere Rautaki Māori is AECOM's strategy in Aotearoa New Zealand to embed Te Ao Māori (Māori world views) into our organisation and our client work to deliver a better world.

Mahere Rautaki Māori aligns strongly with AECOM's Sustainable Legacies strategy and our desire to improve social outcomes for Māori to grow and strengthen relationships with iwi and mana whenua (Māori who have historic and territorial rights over the land), and for our teams to reflect the diversity of the clients and communities we serve. We believe genuine understanding is key to building trusting relationships, leading to a more equitable society.

We are excited to share this with you as the culmination of several hui (meetings) with our team and kōrero (discussions) with our clients and stakeholders. Mahere Rautaki Māori distils our genuine and ongoing commitment to our Te Ao Māori journey and an acknowledgement of our obligations to Te Tiriti o Waitangi (Treaty of Waitangi). We aim to ingrain Te Tiriti o Waitangi principles into the Mahere Rautaki Māori so that we can take action to make an enduring and positive difference and deliver a better world in a way that is appropriate and unique to Aotearoa New Zealand.

Our Aotearoa New Zealand Leadership team is unwavering in its commitment to Mahere Rautaki Māori and embraces the Te Ao Māori values and actions under each of the four strategic pou (pillars) in the impactful work AECOM does every day.

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Chris Dare
Area Manager, Waikato and
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Eric Whitfield
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Karere mai i te Ohu Ārahi o Aotearoa

Ko te aronga whānui o te Mahere Rautaki Māori a AECOM he tāmaua ngā mātāpono o Te Ao Māori ki ngā mahi a tā tātou umanga, kia kite a mātou kiritaki ko ngā mahi e mahi nei e mātou ka taunaki ki te whanaketanga o te ao.

E hāngai ana te Mahere Rautaki Māori ki te Rautaki Whakarereanga Toitū (Sustainable Legacies Strategy) a AECOM me tā mātou hiahia kia whanake ai ngā hua ka roto ngā hāpori Māori, kia whakakaha ake ngā hononga ki ngā iwi me mana whenua, ā, e hiahia anō hoki kia kitea ngā kai mahi i te whānuitanga o ngā hāpori e tautoko nei e mātou.

Ko tā mātou whakapono mā te mahi tahi ka whai māramatanga kia puawai ngā hononga, ā, ko ngā hua ka puta he painga mā te katoa.

E hikaka ana mātou ki te whakaatu i ngā hua o ngā wānanga, ngā hui i waenganui i a mātou anō, ngā hui, wānanga ki ngā matapaki me a mātou kiritaki, kiripānga anō hoki. He whakatō i te wairua e arahina e mātou i mātou e whakateri ana i te ara o Te Ao Māori me te Tiriti o Waitangi te mahi o te Mahere Rautaki Māori nei. Ko tā mātou whāinga he whakaū i ngā mātāpono o Te Tiriti o Waitangi ki roto i te Mahere Rautaki Māori hei puta ko ngā tini hua, e whanake ai te ao, mā ngā tikanga me ngā ahurei o Aotearoa.

Me he manawa rahi tā te Ohu Hautū o Aotearoa ki te Mahere Rautaki Māori nei, e kaha whakaū ana ki ngā uaratanga o Te Ao Māori me ngā hononga ki ia o ngā rautaki pou e whā hei taunaki i ngā mahi o ia te rā e AECOM.

Our vision and values

We are driven by a common purpose to deliver a better world. Our guiding principles – our purpose, vision and mission – unite us as professionals, align our shared ambitions with our clients, and define the sustainable legacies we create for our projects and communities.

Our vision is a world where infrastructure creates opportunities for everyone, uplifting communities, improving access, and sustaining our planet. Through our work, we have the power to create opportunities for people and transform spaces and environments.

Our core values define who we are, how we act, and what we aspire to. They exist in harmony with Te Ao Māori – the holistic worldview that focuses on interconnections, grounded in tikanga (customary values and lore) and mātauranga (knowledge), and emphasises the relationship between nature and people.

Safeguard

We operate ethically and with integrity while prioritising safety and security in all that we do.

Ka mahi mātou i runga i te tika me te pono, ā, e whai pānga ana ki ngā tikanga me ngā ahuatanga i roto i a mātou mahi katoa.

Deliver

We grow our business through relentless client focus, operational excellence and exceptional project execution.

Ka whakatipu mātou i tō mātou pakihī mā te āta aro ki ngā kiritaki, te aro ki ngā hiranga whakahaere, me te whanake kia angitu ngā kaupapa ea ai e mātou.

Innovate

We think without limits and embrace new ideas, shaping digital solutions to help clients address current and future challenges.

Ka aro whānui mātou ki te tautoko i ngā tini kaupapa hei hāpai i ngā kiritaki ki te whakatika i ngā wero o te wā.

Sustain

We take action to make a positive impact on the planet, enrich the communities we touch and build legacies for future generations.

Ka mahi mātou kia whanake ai te āhua o te ao, kia tautoko i ngā hapori e mahi tahi nei e mātou hei painga mā ngā uri whakaheke.

Collaborate

We connect unrivaled expertise from around the world to anticipate and solve our clients' most pressing challenges.

Ka mahi tahi mātou me ngā tohunga mātauranga puta noa i te ao kia ea pai ai ngā wawata a a mātou kiritaki.

Thrive

We build diverse teams, create an inclusive workplace and provide opportunities where each one of our people can reach their full potential.

Ka hanga mātou i ngā rōpū kanorau, ka hanga wāhi mahi whai mana ai te katoa, ka whakarato hoki i ngā wāhi e taea ai e ia tangata o tā mātou whānau te whai i tōna āhua tauwhiro.

Matawhānui me Ngā Uaratanga

Ko ngā mātāpono, ngā aronga, ngā whāinga me te mīhana ngā kaupapa e whakaatu ana i tō mātou ngākau nui ki te mahi ngātahi i AECOM. Ka whakakotahi ai ēnei mātāpono i a mātou anō, ka whakahono mātou ki ngā wawata e pāhekoheko nei e ō mātou kiritaki, ā, e tautuhi ana i ngā taonga tuku iho kia angitu ā mātou mahi.

Ko tā mātou matawhānui ko te mahi ngātahi ō tēnā ō tēnā kia puta ko ngā hua maha mō te katoa, ā, kia whanake ai ngā ahuatanga o tūāhanga. Mā ngā mahi, e āhei mātou te hanga ara e puawai ai ngā hua mā ngā hunga whaipānga.

E taunaki nei ngā uaratanga i a mātou wawata me tō mātou manawanui, kia tika ngā mahi, kia aro ngātahi, kia ū ki ngā whakaaro o te ao Māori – kia ū ki ngā tikanga me ngā mātauranga, ā, e whakanui ana i te hononga a te tangata ki te taiao.

Our Te Ao Māori values

Ō mātou uaratanga

Whanaungatanga

Diverse and meaningful relationships built on reciprocity.

He mahi ngātahi, he tūhonohono te tāngata ki te tāngata.

Manaakitanga

Compassionate leadership that meets the challenges of today.

Mā te ngākaunui e tautoko ai ngā tini ahuatanga o te wā.

Kaitiakitanga

Guardianship for the protection of people and places.

He tautiaki i ngā tāngata me ngā wāhi katoa.

Ako

Bringing our collective wisdom to future generations.

Te tuku mātauranga ki te hunga e ngana ana ki te ako.



The strategy development approach

In 2021, we committed to our Te Ao Māori journey by developing an action plan and programme to grow our Māori cultural competency and consciousness. We sought the support of Maurea Consulting Limited to:

- Develop a Te Ara Ki Tua Cultural Competency Survey so that we could gather and assess feedback from our people, and
- Deliver the Te Kaa training programme to 16 senior leaders in AECOM.

We also implemented introductory te reo and tikanga Māori lessons for our people to support their engagement with clients, mana whenua and stakeholders on our projects.

In 2022 and 2023, through our Aotearoa New Zealand Equity, Diversity and Inclusion (ED&I) Committee, we held focus group discussions, continued to champion and promote Matariki and Te Wiki o Te Reo Māori and continued to support our long association with Tupu Toa and the Keystone Trust, supporting rangatahi (youth) into professional careers. However, a strong statement of commitment to Te Ao Māori, with associated actions to deliver upon our aspirations, was missing.

Te Ara Whanaketanga Rautaki

I te tau 2021, I ruku mātou ki ngā tūāhua o Te Ao Māori kia āhei mātou te whakarite i tētahi mahere mahi me tētahi kaupapa kia mōhio ai mātou me pēhea e tautoko tika ā Māori, ā kaupapa Māori, i te ao Māori whānui. Nō te tautoko a Maurea Consulting Limited i puta ko ēnei hua:

- I aro ki te kaupapa o Te Ara Ki Tua Cultural Competency Survey kia taea mātou te kohikohi i ngā whakaaro, ngā kōrero o tō mātou wāhi mahi.
- whakapuaki te kaupapa whakangungu o Te Kaa ki ngā kaiārahi matua 16 o AECOM.

I whakahaere hoki i ētahi akoranga reo me ngā tikanga Māori kia tautoko ai ngā kaimahi i a rātou ka ruku ki ngā kaupapa mahi tahi me ngā kiritaki, ngā mana whenua, me kaupapa Māori whānui e haere ake ana.

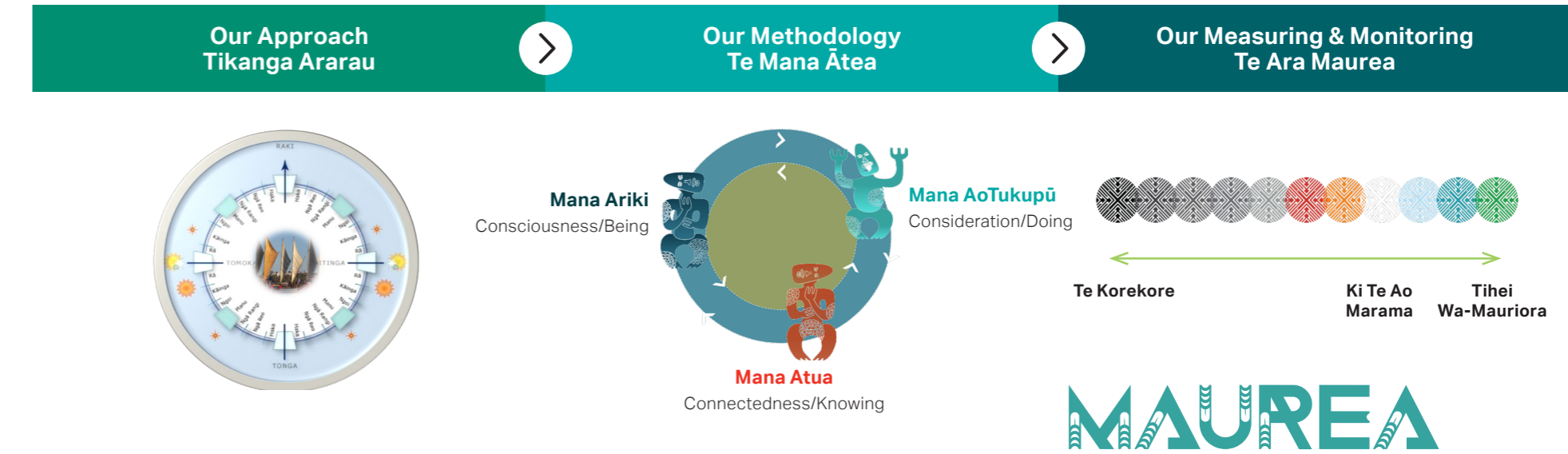
I ngā tau 2022, 2023, I wānanga i hui tō mātou Komiti Taurite, Kanorau me te Kauawhi (ED&I) o Aotearoa, kia whakanui i a Matariki me Te Wiki o Te Reo Māori, ā, i haere tonu ngā mahi hāpai a Tupu Toa me te Keystone Trust, kia tautoko i ngā rangatahi kia tū hei ringa whaiutu. Heoi anō, he āputa i reira tonu i noho wehewehe mātou ki ngā tūāhuatanga whaka ū tika ki Te Ao Māori.

On 30 August 2023, a diverse group from AECOM attended a Te Ao Māori hui (workshop) guided by Maurea Consulting Limited. Here, AECOM developed its strategic vision and objectives and integrated Te Ao Māori values into a purposeful plan for the future.

By working through stages in the hui relating to Te Wero (understanding the challenge) and Te Rapunga (discovery), Te Kitea (the end is in sight and a vision is realised), answering questions about our leadership, relationships, cultural importance and Te Tiriti o Waitangi, we were able to use Te Ara Maurea's approach to align values, guided by tikanga and underpinned by Te Tiriti o Waitangi to develop our Ngā Pou (guiding pillars) and actions for impactful results.

I te 30 o Akuhata 2023, i tae atu tētahi rōpū kanorau o AECOM ki tētahi hui Ao Māori. Tino whakahirahira mātou ki ngā tohutohu i tukuna mai e Maurea Consulting Limited, nā rātou mātou i ārahi i roto i taua hui, ā, i āwhina hoki i a AECOM ki te whakawhanake i ngā whāinga me tō mātou anga whakamua. Nā ēnei mahi i taea ai e mātou te whakaū i ngā uara o Te Ao Māori ki roto i tā mātou mahere kia angitu te anamata.

Mā te āta te wānanga ki ngā kaupapa e pā ana ki Te Wero me Te Rapunga, Te Kitea, me te whakautu pātai e hono ana ki tō mātou ahua whakahaere, tūhono ki tāngata, ki ngā tikanga ahurea me Te Tiriti o Waitangi, i taea ai e mātou te whakamahi i te rautaki whakaū uaratanga e Te Ara Maurea, hei arahina ngā tikanga me ngā mātāpono o Te Tiriti o Waitangi, ā, hei whakawhanake i Ngā Pou ka tū hei tauira whakakitenga i ngā hua ā ngā mahi.



Ngā Pou - Ā Whare

Action focused for impactful results:

Ngā mahi e arotahi ana ki ngā hua whai pānga:



Guiding the way for sustainable change no matter how difficult or complex.

He para i te ara angitū, ahakoa pēhea te uaua, te taimaha o ngā mahi.

Long-term goal: Pae Tawhiti

Continue to build AECOM's workforce cultural competency by deepening knowledge of te ao and te reo Māori and understanding when and how to use them appropriately.

Whakawhanake tonu i ngā pūkenga ahurea o te wāhi mahi o AECOM mā te ako tonu i ngā hohonutanga o te Ao Māori, ā, mā te mōhio ki ngā āhuatanga e ū tika ai ēnei taonga ki ngā mahi.



We are culturally intelligent – conscious, considered, connected.

He hunga matatau mātou ki ngā tini ahurea - māia, whakaaroaro, hononga.

Our opportunity: Pae tata

- Fund and promote learning programmes (cultural competency, te reo, tikanga, Te Tiriti o Waitangi), including extending existing programmes to include te ao Māori.
- Create and maintain a toolkit of te reo Māori resources (e.g., karakia, waiata.) easily accessible to all employees.
- Empower the ED&I Committee and regional champions to enable learning and celebrate significant Māori cultural events.
- Collate examples of and promote co-design approaches in our project delivery by sharing examples of Te Ao Māori in our projects
- Develop resources and information that explain statutory obligations to Te Tiriti that are relevant to the infrastructure sector in which we work.

Te Mahi (activities) 2024-2026

- Review and augment AECOM's existing global and Australia New Zealand (ANZ) Learning & Development programmes to include Te Ao Māori and te reo Māori content.
- Engage an internal training provider to deliver te reo Māori and tikanga lessons.
- Create written and oral learning materials to support Te Ao and te reo Māori learning (including karakia, waiata, whaktauaki, imagery and te reo Māori reference materials) and Te Tiriti o Waitangi and publish on AECOM's intranet.
- Source and create materials and information for ED&I activities around significant events, including Matariki (Māori New Year) and Te Wiki o Te Reo Māori (Māori language week).
- Gather information and produce stories highlighting successful co-design activities with Iwi and mana whenua on various AECOM projects.

Pae tata:

- Tautoko ngā whakatairanga kaupapa ako (pūkenga ahurea, te reo, tikanga, Te Tiriti o Waitangi), tae atu ki te whakapae i ngā kaupapa kua timata kē nei e mātou, kia whakauruhia ai ngā whakaaro, ngā taonga o te ao Māori me te reo Māori anō hoki.
- Hanga i tētahi kete rauemi reo Māori (hei tauira, karakia, waiata) hei āwhina i ngā kaimahi katoa.
- Tautoko i te Komiti ED&I me ngā kaihautū ā-rohe ki te ako me te whakanui i ngā kaupapa nui o te ahurea Māori.
- Whakarauika i ngā tauira hei whakatairanga i ngā kaupapa e tūhono ana ki ngā mātāpono o Te Ao Māori o roto o ā mātou mahi.
- Whakapakari i ngā rauemi me ngā mōhiohio e whakamārama ana i ngā āheinga a ture ki Te Tiriti o Waitangi e pā ana ki te ao tūāhanga e mahi nei e mātou.

Te Mahi 2024-2026

- Tautoko ngā whakatairanga kaupapa ako (pūkenga ahurea, te reo, tikanga, Te Tiriti o Waitangi), tae atu ki te whakapae i ngā kaupapa kua timata kē nei e mātou, kia whakauruhia ai ngā whakaaro, ngā taonga o te ao Māori me te reo Māori anō hoki.
- Hanga i tētahi kete rauemi reo Māori (hei tauira, karakia, waiata) hei āwhina i ngā kaimahi katoa.
- Tautoko i te Komiti ED&I me ngā kaihautū ā-rohe ki te ako me te whakanui i ngā kaupapa nui o te ahurea Māori.
- Whakarauika i ngā tauira hei whakatairanga i ngā kaupapa e tūhono ana ki ngā mātāpono o Te Ao Māori o roto o ā mātou mahi.
- Whakapakari i ngā rauemi me ngā mōhiohio e whakamārama ana i ngā āheinga a ture ki Te Tiriti o Waitangi e pā ana ki te ao tūāhanga e mahi nei e mātou.

Ngā Pou - Ā Tangata

Ambitious, brave and genuine champions.

Ngā rangatira māia, me te ngākau pono.



Our people lead with empathy and compassion.

E ārahi a mātou tāngata me te ngākau aroha.



Creating a company that is fit for the employees of the future.

E whakakaha ana te umanga hei oranga mō ngā kaimahi o te āpōpō.



We are committed to continuous improvement.

Ka whakaputa ngoi kia whanake tonu ngā hua.



We celebrate each other and our successes.

Ka whakanui i ngā tutukinga.

Long-term goal: Pae Tawhiti

Continue to develop a welcoming workplace for Māori where Māori culture is celebrated.

Whakawhanake wāhi mahi e whakanui ana i te ahurea Māori.

Our opportunity: Pae tata

- Fund and deliver an annual Te Ara ki Tua (The Pathway Forward) survey. Share the analysis outcomes and priorities with all employees.
- Review AECOM's corporate procedures and processes against Te Ao Māori values and matauranga Māori to address cultural bias.
- Incorporate Te Ao and te reo Māori in internal and external publications and communications, celebrations and signage.
- Set and measure progress against KPI targets (project outcomes, knowledge and capability, relationships, policies and procedures).

Te Mahi (Activities)2024-2026:

- Undertake the annual Te Ara ki Tua (The Pathway Forward) survey and analyse and share results with our employees.
- Review of AECOM's procedures and policies for alignment to Te Ao Māori values and tikanga.
- Incorporate te reo Māori in internal and external business communications and office signage.
- Define and commit to measuring and reporting on KPIs relating to our strategic actions.

Pae tata

- Whakatutuki i tētahi Urupare Rautaki (Te Ara ki Tua) ia tau. Tohaina ngā hua tātari me ngā tūāhuatanga matua ki ngā kaimahi katoa.
- Tirohia ngā mahi o AECOM me ngā tukanga mahi e hono ana ki ngā uara me ngā mātauranga Māori kia whakatika ai ngā pūnaha whakamāori.
- Whakauruhia te reo me ngā whakaaro Māori ki roto i ngā mahi me ngā whakapāpā ā-roto me ā-waho anō hoki.
- Whakarite me te ine i ngā whāinga KPI (hua kaupapa, mātauranga me ngā pūkenga, ngā hononga me ngā tukanga mahi).

Te Mahi 2024-2026:

- Whakarite i te Urupare Rautaki (Te Ara ki Tua) ia tau, ā, āna tātari me te tohatoha i ngā hua tātari ki ā mātou kaimahi.
- Tirohia ngā tikanga me ngā kaupapa o AECOM kia anga tika ai ki ngā uara me ngā tikanga Māori.
- Whakauru i te reo Māori ki ngā whakapāpā ā-roto me ā-waho me ngā tohu o te umanga.
- Me whakaputa ngoi ki te ine me te pūrongo ngā KPI e pā ana ki ā mātou mahi whai take.

Ngā Pou: Ā hononga

Collective responsibility through collaboration.

Whakatika mā te mahitahi.



We work together for each other.

Mahi tahi hei painga mā te katoa.



Ensure diverse and meaningful partnerships are built with Māori/Iwi and our public and private sector partners.

Whakarite kia hāngai ngā hononga ki ngā Iwi me ngā kai mahi ā-rohe tūmatanui me te tūmataiti.

Long-term goal: Pae Tawhiti

Grow enduring partnerships with Māori/iwi and our public and private sector partners. Develop systems to maintain these relationships.

Whakawhanaunga ki ngā Iwi me ō mātou hoa mahi ā-rohe tūmatanui me te tūmataiti. Whakawhanake i ngā pūnaha hei tautoko i ēnei hononga.



We care and build trust.

He manaaki, he whakapono.

Our opportunity - Pae tata

- Develop an engagement framework approach with iwi across our Aotearoa New Zealand offices and Client Account Managers.
- Develop and socialise iwi/Māori relationship-building guidance materials.
- Corporate Social Responsibility activities to include regional iwi/Māori engagement and volunteering opportunities.
- Deliver iwi/Māori engagement training workshops.
- Review procurement policies and develop and grow the use of Māori-owned businesses as suppliers.

Te Mahi (activities)2024-2026

- Identify iwi/hapū (tribe/sub-tribe) related to each office location, understand the current level of engagement and develop a framework for mutually beneficial relationships.
- Create written materials to support learning about whakawhanungatanga for staff and publish them to AECOM's Ecosystem (intranet).
- Following identification of iwi/hapu related to each office location, engage and collaborate on Corporate Social Responsibility activities for pro bono work, volunteer days, and engagement with youth.
- Engage with Amotai (supplier diversity intermediary) to understand and grow the number of Māori and Pasifika-owned businesses to support AECOM on projects and related services.
- Add specific information to our supplier procurement process to capture information about Māori-owned businesses.
- Measure and report annually on the engagement of Māori-owned businesses on our projects and operations.

Pae tata

- Hanga marau e tautoko i ngā ahuatanga whakawhitiwhiti kōrero ki ngā Iwi Māori puta noa i ō tātou tari o Aotearoa me ngā Kaiwhakahaere.
- Whakapūmau i ngā marau e tautoko ai te whakawhitiwhiti hononga ki ngā Iwi Māori.
- Whakauru kaupapa ki ngā mahi whānui a te umanga e tūhonohono ana ngā kaupapa tautoko ai i ngā mahi tūao e whakaritea e ngā Iwi Māori.
- Whakatū wānanga kia ako ngā kaimai a AECOM ki te whakawhitiwhiti kōrero me ngā Iwi Māori
- Tirohia ngā kaupapa e whakapakari ai te mahi tahi ki ngā pakihī Māori hei kaihoko.

Te Mahi 2024-2026

- Tautuhi i ngā Iwi, Hapū nā rātou te mana whenua ō ngā wāhi e tū ai a ia tari, whakapakari i tētahi kōwae mahi mō ngā hononga whai hua.
- Hanga rauemi kia tautoko whakawhanungatanga mō ngā kaimahi, ā, whakaputa ki te Papamua (iporangī) o AECOM.
- A muri i te tautuhi i ngā Iwi, Hapū e tūhonohono ana ki ia tari, mahi tahi, tautoko i ā rātou, me ngā rangatahi hei painga mā te katoa.
- Mahi tahi me Amotai kia mārama ki ngā pakihī Māori me Pasifika hei tautoko i AECOM i ngā kaupapa me ngā ratonga e haere ake ana.
- Tāpiri kōrero whaihua ki tō mātou tukanga hoko kaihoko hei hopu i ngā rauemi mō ngā pakihī Māori.
- Ine, pūrongo ia tau mō te whakawhitiwhiti o ngā pakihī Māori e mahi tahi nei e mātou.

Ngā Pou: Ā tikanga

A steadfast commitment to system-level change.

Manawanui ki ngā tūāhua pūnaha.



An intergenerational approach to decision-making for a brighter future.

He anga whakamua mo te painga o ngā uri whakaheke.



We live, feel and see tikanga in everything we do.

Ko te tikanga e arahi ana i ā mātou mahi.



Build policies and practices guided by Tikanga Māori and underpinned by Te Tiriti o Waitangi.

Whakapakari i ngā kaupapa me ngā mahi e arataki ana i ngā Tikanga Māori, e tautoko ana i ngā mātāpono o Te Tiriti o Waitangi.

Long-term goal: Pae Tawhiti

Our policies, procedures and practices are underpinned by Tikanga Māori and align with Te Tiriti o Waitangi to address cultural bias.

E Whakatūria ngā kaupapa e ngā tikanga Māori, ā, e hono ana ki Te Tiriti o Waitangi hei whakatika i ngā pūnaha aukati.

Our opportunity – Pae tata

- Recruit a Māori communications advisor to support reviewing and building our organisational resources, tikanga, and communication toolkits.
- Maintain the People and Culture team's support for Tupu Toa cadetships and Keystone Trust scholarships.
- Establish an active whanau network within ED&I that supports and mentors Māori & Pasifika rangatahi (youth).
- Review our existing research, policies, communications and marketing practices to align with Tikanga Māori.

Te Mahi (activities) 2024-2026

- Recruit a Māori communications advisor and engage in a plan to develop tools, learning and development programmes and support with te reo Māori and tikanga in AECOM.
- Regular engagement with Tupu Toa and Keystone Trust, supporting rangatahi (youth) interns, and engaging with alumni to grow awareness and support within AECOM.
- The ED&I committee to establish Te Rōpū Māori me Pasifika (Māori and Pasifika Network) to support and mentor rangatahi (youth).
- Review and revise AECOM's ANZ policies for any content considered unconsciously biased or potentially disadvantaging Māori and Pasifika employees, suppliers, clients, or partners.

Pae tata

- Tonoa he Kaitohutohu Māori ki te Whakarite me te Whakapakari i ā mātou rauemi whakahaere, tikanga, me ngā kōtaha whakapā.
- Whakapā atu i te tautoko a te Tira Tangata me te Ahurea mō ngā akoranga tupu Toa me ngā karahipi Keystone.
- Whakatūria he whatunga whānau whai mana ki roto i te ED&I e tautoko ana i ngā rangatahi Māori me Pasifika.
- Tirohia a mātou ake rangahau, ngā kaupapa, ngā whakapā me ngā mahi whakatairanga e hāngai ana ki ngā Tikanga Māori.

Te Mahi 2024-2026

- Tonoa he Kaitohutohu Whakapā Māori me te whakauru ki tētahi mahere hei whakapakari i ngā taputapu, ngā kaupapa whakapakari me te tautoko i te reo Māori me ngā tikanga i roto i AECOM.
- Whakapā ake ki Tupu Toa me te Keystone Trust, tautoko ana i ngā kaimahi rangatahi me ngā mea tautoko ki roto i AECOM.
- Whakatūngia e te komiti ED&I i Te Rōpū Māori me Pasifika hei tautoko i te whakamātauranga me te arataki i ngā rangatahi.
- Tirohia ngā kaupapa ā AECOM ki ANZ mō ngā mea e whakaaro pūmau ana, ki ngā hoa mahi Māori me Pasifika, tirohia me he hono ana ki ngā tikanga e whakanui nei i tēnei hunga, e kore rānei.

Measuring progress and success

The actions outlined in this strategy aim to demonstrate a genuine and ongoing commitment to Te Ao Māori and Te Tiriti o Waitangi, focusing on meaningful initiatives that make lasting and positive impacts uniquely suited to Aotearoa New Zealand.

A significant measure of our success in our mahi (activities) will be the assessment of trends in our annual Te Ara ki Tua (The Pathway Forward) cultural competence surveys (TPF) and other metrics we will capture. These include:

Te ahunga whakamua me te angitu o ngā mahi

Ko ngā mahi kua whakarārangihia i roto i tēnei rautaki e ngana ana ki te whakaatu i te pono, te ngākau nui ki Te Ao Māori me Te Tiriti o Waitangi, e aro ana ki ngā kaupapa whai tikanga, whai pānga, ā, e hāngai ana ki ngā āhuatanga tautoko i a Aotearoa whānui.

He ahuatanga ka kitea ai e mātou te angitu a ngā mahi ō te arotake i ngā rangahau ā-tau mō Te Ara ki Tua (The Pathway Forward) mō te māramatanga ā-ahurea (TPF) me ngā aronui ka kohikohia e mātou. Ka kauawhi ko ēnei:

Outcome area <i>Te wahanga whai hua</i>	Measure <i>Te ine</i>
Project delivery outcomes for Māori Ngā Hua Whakatutukinga mā Māori	<ul style="list-style-type: none"> - The number of Environmental, Social and Governance (ESG) stories we share about project initiatives we have undertaken with and for iwi and Māori organisations. <p>The number of projects that deliver broader outcomes for Māori. <i>Ngā kōrero Taiao, whāinga pāpori (ESG) e whakaatu ana e mātou mō ngā kaupapa mahi tahi me ngā rōpū Māori.</i></p> <ul style="list-style-type: none"> - The number of projects that deliver broader outcomes for Māori. <p><i>Ngā kaupapa e tautoko ana i te Māori.</i></p>
Knowledge and capability Mātauranga me ngā Āheitanga	<ul style="list-style-type: none"> - Positive changes in the TPF survey responses to questions about te ao and te reo Māori, Tikanga and Te Tiriti competency and knowledge. <p><i>Ngā painga i ngā whakautu i te rangahau TPF ki ngā pātai e pā ana ki te reo Māori ngā Tikanga me te aronga ki ngā mātāpono o Te Tiriti o Waitangi.</i></p>
Relationships Whanaungatanga	<ul style="list-style-type: none"> - The number of AECOM suppliers that are Māori-owned businesses. <p><i>Tokohia o ngā kaihoko o AECOM he Māori motuhake.</i></p> <ul style="list-style-type: none"> - Positive changes in the TPF responses to questions about engagement with Māori. <p><i>Ngā painga i ngā whakautu i te TPF ki ngā pātai e pā ana ki te mahi tahi me te Māori.</i></p> <ul style="list-style-type: none"> - The number and strength of relationships with a range of iwi/Māori organisations. <p><i>Ngā hononga ki ngā tini te rōpū Māori, a Iwi, a Hapū.</i></p>
Policies and procedures Ngā Kaupapa me ngā Ture	<ul style="list-style-type: none"> - The number of people self-identifying as Māori working at AECOM. <p><i>Ngā Māori e tāpiri ana i a rātou anō ki ngā rehita o te wāhi mahi kia mōhio ai a AECOM he Māori rātou.</i></p> <ul style="list-style-type: none"> - The number of policies and procedures that are reviewed and revised to include a te ao Māori lens. <p><i>Ngā kaupapa me ngā ture e tātari ana kia whakamāoritia, ā, kia tūhono ki te ao Māori.</i></p>

We will report on the outcomes and review and revise Mahere Rautaki Māori on an annual basis.

la te tau ka pānuitia e mātou ngā hua, ka tirohia, ka whakatikatika anō hoki te Mahere Rautaki Māori.

AECOM is the world's trusted infrastructure consulting firm, delivering professional services throughout the project lifecycle – from advisory, planning, design and engineering to program and construction management.

On projects spanning transportation, buildings, water, new energy, and the environment, our public- and private-sector clients trust us to solve their most complex challenges.

A common purpose drives our teams to deliver a better world through our unrivalled technical and digital expertise, a culture of equity, diversity and inclusion, and a commitment to environmental, social and governance priorities.

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AECOM acknowledges the support of Maurea Consulting Limited for their invaluable contribution to Mahere Rautaki Māori, helping us define our purpose and Te Ao Māori journey.

We also acknowledge Toa Ariki of Moko Ariki for bringing our Te Ao Māori values to life.

E whakapono whānuitia ana te ao pūkaha ki a AECOM, mātanga ki ngā mahi whakahaere, ngā mahi whakamahere, ngā mahi kaihoahoa, me ngā mahi kaitohutohu anō hoki, ko ringa rehe ka taunaki te kaupapa kia ea. E whakapono ana te hunga apataki ki tō mātou aheinga ki te whakatutuki mahi e hono ana ki te taiao, ngā ara hautū, te whakatū whare, ngā wai, me ngā ahuatanga o hiko. Ko ngā pūkenga hangarau, tikanga-ā- lwi me te manawanui ki ngā tini āhuatanga o pāpori o kāwanatanga tērā e aro whānuitia ana a mātou tīma kia whanake ai te ao.

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E mihi ana a AECOM ki ngā mahi a Maurea Consulting Limited mō ā rātou tautoko i a mātou kia hanga ai te Mahere Rautaki Māori nei, ā, mō tā rātou āwhi ki te tautuhi i ā mātou whāinga ki ruku tonu ki Te Ao Māori.

E rere hoki ana a mātou mihi ki a Toa Ariki o Moko Ariki mō ngā mahi Toi kua hangaia e ia hei whakaohooho i ngā uara o te ao Māori ki roto i tō mātou ao mahi.