

Snøhetta 



Reflect
Reconciliation Action Plan - 048986

12 Month Timeline
March 2024 - March 2025



Yurpiya Lionel, *Anumara*, 2015,
Acrylic on Linen 1170 × 1425

Yurpiya is painting a place called Anumara, which is a place near Irrunytju (Wingellina) in WA. This is Yurpiya's family's Country. Anumara is also the name for a kind of caterpillar and Anumara is the tjukurpa (dreaming) place for this caterpillar. This caterpillar lives in the grass and can be eaten if the grass it eats is removed. The place shares the same colours of the caterpillar - brown, yellow and pale green. Keeping this place safe will ensure that the caterpillars multiply.

This is an original Indigenous Australian artwork from an artist of the Anangu Pitjantjatjara Yankunytjatjara Lands in the remote north-west of South Australia. Ernabella Arts Inc. is a community based artists' association. It began in 1948, and was incorporated in 1975. Copyright for the artwork belongs with the artists and text with Ernabella Arts Inc.

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Snøhetta acknowledges Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of the land, water and sky of which our studios are located. We pay our respects to Elders past, present and emerging. We recognise their strength, diversity, resilience, and deep connections to Country.

We acknowledge the Kurna peoples of Kurna Country and the Wurundjeri peoples of Naarm as the Traditional Owners and Custodians of the lands on which our two Australian studios are based.

Snøhetta Australasia is committed to a continued learning process from Aboriginal, Torres Strait Islander peoples and Country across all of the work we do and we extend our deep respect to all First Nations peoples across this Country.

We strive to meaningfully and respectfully engage with the Traditional Owners' and their Country that is impacted by our built work and embrace the added richness and complexity this can bring.

We believe it is important to form an authentic understanding and representation of First Nations aspirations for Country and perspectives more broadly within our projects. This begins with consultation and collaboration in the earliest project stages.



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Image: Heysen Gallery, Peramangk Country, Adelaide Hills, South Australia. Render by Secchi Smith

CEO Statement

Statement from CEO of Reconciliation Australia Inaugural Reflect RAP

Reconciliation Australia welcomes Snøhetta to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.

Snøhetta joins a network of more than 2,500 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types — Reflect, Innovate, Stretch and Elevate — allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables Snøhetta to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Snøhetta, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

Karen Mundine
Chief Executive Officer
Reconciliation Australia





Image: Pridham Hall, Karna Country, Adelaide, South Australia. Photography by Alexander Kindlen

Our Organisation

Snøhetta began as a collaborative architectural and landscape workshop, and has remained true to its trans-disciplinary way of thinking since its inception.

Snøhetta has grown to become an internationally renowned practice of architecture, landscape architecture, urban design, interior architecture, furniture and product design, and graphic design. An intertwined relationship between multiple disciplines is a driving force in all of Snøhetta's work, demonstrated in all of our projects, taking cues across the spectrum of design language and scale to form unique and context driven projects, which tie into our core values and company ethics. Snøhetta is a diverse practice with over 300 employees globally of more than thirty different nationalities, and equal gender distribution, including ownership and senior leadership. This diversity is likewise reflected in our Australasian company, where we currently have 23 employees across our studios in both Adelaide and Melbourne. Our Equality Policy outlines our commitment to equality embracing diversity of age, ability, gender, sexual orientation, social demographic, spirituality, ethnicity, and race, we are currently unaware of any staff who identify as an Aboriginal and/or Torres Strait Islander person. We work to combat inequality through our company practices, as well as through our designs.

We place experience at the centre of our design process, to create projects that engage the senses and physicality of the body, while fostering social interaction to promote both individual and collective empowerment in the communities where we work. At the heart of all of our work is a commitment to shaping the built environment both in the service of humanism and the longevity of our planet. First, we must learn from what is there.

Our interdisciplinary design process ensures that our projects are both poetic and pragmatic, where high design works in conjunction with sustainable social and building performance. Our working method practices a simultaneous exploration of traditional handicraft and cutting edge digital technology - a complementary relationship that drives our creative process.



Our RAP

We recognise the positive role that diversity has in our teams, and how vital it is to developing an empathetic, meaningful, rich experience in our organisation and projects. In Australia we also recognise that we are responsible to acknowledge, respect and reconcile with the First Peoples of Australia, of whose Country we live and work with and where sovereignty was never ceded.

Through implementing the ideas and feedback of this RAP we strive to meaningfully and respectfully engage with the Traditional Owners of Country. We believe it is important to form an authentic understanding and representation of First Nations aspirations for Country and perspectives more broadly within our organisation and our projects.

The goal of this RAP is to extend beyond the ideals and impact of our work. It embraces listening and learning as a rich and deep experience we can apply across our global organisation and beyond to everyday life.

We have established a RAP Working Group, comprising of staff from varying levels. The RAP Working Group and wider team is committed to actioning the items contained within this plan and building upon them through future RAPs. Through this, we hope to build the RAP policies into our regular processes and practices.

Along with the RAP Working Group, we have endorsed two studio RAP champions. This is an Architect and a Curator who are employees at our Adelaide studio. They are each responsible for around 50% of the working tasks. The Architect will be integrating RAP commitments at a project level, and the Curator will drive change in the training, and strategy level. Together, they will drive the engagement process within the practice. Implementing this RAP is our first step in formalising the commitment to a reconciled Australia.



Our Partnerships and Activities

Snøhetta is committed to creating meaningful community engagement through the implementation of this Reflect RAP.

As an organisation, we include an Acknowledgement of Country in our weekly studio briefings, key presentations, major submissions, proposals and email signatures. When a piece of work is exhibited or presented, First Peoples place names are used.

Through our website, we acknowledge the Country on which our studio works, and use the Aboriginal place names of the lands on which our designs are situated. We actively communicate resources and information about important days of First Nations recognition, such as NAIDOC week, survival day and reconciliation day. However, we also acknowledge that to truly embed active and healing thinking and processes, these are not one-off events.

We actively share resources and consider First Nations peoples first, when organising our events, and training. This RAP will build on consultation from previous projects, and undertakings and help make changes to significantly improve in what we see as a key area of our business.





Image: The Maltings, Mittagong, NSW. Render by Snøhetta.

Our RAP Working Group (RWG)

The Snøhetta RAP Working Group has been designed to bring together and represent each level within the practice structure.

Each member will take ownership of tasks in each of the four RAP phases. Actions and deliverables have been assigned over a few months each, engaging every member with tasks.

The Snøhetta RAP Working Group Consists of:

Partner and Managing Director

Accounting Manager

Architect

Curator / Communications Manager







Image: Tuthangga (grass place) Kaurna Country. Image: Lara Merrington

RAP Report 2023/2024

Our 2024 RAP report captures Snøhetta Australasia's efforts towards reconciliation within the organisation.

This began in October 2022, with a review conducted to identify cultural learning needs, which led to the development of a business case aimed at promoting recognition, understanding, and value of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights.

As a result of this, Snøhetta's Managing Director and Partner communicated the company's commitment to reconciliation to all staff and announced plans to collaborate with Reconciliation Australia to complete our own RAP (Reflect).

Following, are some of the actions we have already taken from these first steps, and which we aim to build and improve on through this Reconciliation Action Plan (Reflect).



Reconciliation Australia

To begin the process Snøhetta registered with Reconciliation Australia and sought out opportunities to develop the studio's understanding of the Traditional Owners and Custodians of the Country where we operate.

Kurna Country of the Kurna peoples (Adelaide) and on the lands of the Wurundjeri Peoples of the Kulin Nation, Naarm (Melbourne).

First Nations Competency Course

In November 2022, our Architecture Representative attended a First Nations Competency Course, which was directed and facilitated by Carrol Go-Sam, Daniele Hromek, Sarah Lynn Rees, Dillon Kombumerri, and Kathlyn Loseby.

The course was accessed through the Australian Institute of Architects. Our Architecture Representative then shared the insights gained from the course with our Australasian studios before presenting them internationally to Oslo, Paris, Hong Kong, and Innsbruck studios.





Tjimari Sanderson-Milera from Kumarnintha at Snøhetta's First Nations Workshop 2022/23

Snøhetta's First, First Nations Workshop

In December 2022, Snøhetta hosted a First Nations workshop on Kurna Country, with all Australasian staff participating in person, at the Adelaide Studio.

The workshop was conducted in collaboration with Tjimari Sanderson-Milera of Kokatha, Narungga, Kurna, and Adnyamathanha heritage from his company Kumarnintha and aimed to educate Snøhetta's Australasian studios about Kurna culture and histories.

Through this workshop, the team gained a deeper understanding of the importance and purpose of cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. The workshop also helped to develop a studio-wide approach to reconciliation and a better understanding of what a RAP would mean for Snøhetta.

This workshop helped deliver studio-wide cultural awareness training. In addition to this, Snøhetta engaged Daniele Hromek from Djinjama for First Nations engagement across multiple studio projects. Daniele Hromek's engagement remains on each project she has been a part of.

This has helped form an understanding of how to promote reconciliation at project level across multiple projects and we look forward to formalising such processes as these across all our studio projects through this RAP implementation

HR Policies and Procedures

In January 2023, Snøhetta Australasia's Studio Manager conducted a review of HR policies and procedures.

As a result, anti-discrimination provisions were embedded into existing and future policies and procedures within Snøhetta's Australian Studios. We look forward to continuing to review and implement these types of systems for a reconciled future.

RAP Execution Plan

To get a head start, early in 2023 our Architecture Representative developed Snøhetta's RAP Execution Plan, assigning RWG members with a program of deliverables to define resourcing.

Our Curator and Communications manager worked on implementing systems to track, measure, and report on RAP commitments in the form of a quarterly program and set up a group in our daily online communication system 'Slack'. Our Architecture Representative set up time tracking in 'Moment,' the studio's chosen time management software, and we are able to report on actions, goals and key milestones in this RAP Report.

Our Curator and Communications manager drafted a Terms of Reference for the RWG to feel more confident and aware of their everyday communications regarding First Nations Peoples and Country and to carry out their research.

Whilst we are yet to establish Aboriginal and Torres Strait Islander representation on the RWG, we recognise the immense value that this would bring to our processes, and will look for avenues of working closely to establish Aboriginal and Torres Strait Islander representation throughout the RAP implementation process.

This will also tie into one of our other goals, which is to increase the employment of Aboriginal and Torres Strait Islander staff within our team.





Harbourside Render by WAX

RAP Working Group

In February 2023, Our Architecture Representative established a cross-discipline RAP Working Group in collaboration with our Curator and Communications manager.

The Working Group represented various disciplines, including Snøhetta's Managing Director, Studio Manager, Accounting Manager, with other members from Architecture and Landscape Architecture also involved at various touch points.

This is now an established team, to which we look forward to working with in order to carry out the RAP Plan together in 2024.

External Stakeholders

During 2023, Our Managing Director identified several potential external stakeholders and like-minded organisations to collaborate with Snøhetta in reconciliation.

These included Djinjama, Kumarninthi, Yamurrah, Uncle Ivan-Tiwu among others, as well as small business and catering companies for our events, launches and more.

We will continue this work in to recognising, valuing and seeking out opportunities to work with First Nations people in the coming months.



Supply Nations

In 2023, our Accounting Manager explored the benefits of Supply Nations membership.

Her investigation provided valuable information and discussion points on impact, procurement, and costs.

Our Architecture Representative used this to develop an initial business case for procurement from Aboriginal and Torres Strait Islander businesses. We look forward to developing this further

Reconciliation Week Promotion

In mid-2023, our Managing Director listed and promoted a range of Reconciliation Week Events and Activities across Adelaide and Melbourne, encouraging support and attendance by Snøhetta staff.

We intend for this to become regular practice in all future years.

Reconciliation Week Event

In June 2023, our Communications Manager/Curator arranged a tour of the Art Gallery of South Australia's Indigenous Art Collection, where our Adelaide studio was presented with a unique opportunity to learn about, and engage with First Nations' culture, with the guidance of Lisa Slade, Assistant Director of the Art Gallery of South Australia.

The studio staff attended with enthusiasm, and the event sparked conversations and continued / ongoing learnings about First Nations art, histories and cultures. We look forward to building on these relationships and conversations. The connection to art and culture is inspiring and important in learning about Aboriginal and Torres Strait Islander peoples.





Lisa Slade guiding Snøhetta through the AGSA's Indigenous Art Collection. Image: Lara Merrington

NAIDOC Week: External Events & Studio Participation

During NAIDOC week 2023, Snøhetta's Australasian studios attended 'For Our Elders', run by Danièle Hromek and Sarah Lynn Rees facilitated by the organisation, Parlour.

This online yarn addressed the joy and complexities of working with First Nations Elders and community members, along with NAIDOC Week and the opportunities and complexities of the day for architects and designers. Our curator and communications manager helped promote multiple events taking place throughout NAIDOC week, across South Australia and Victoria.

Uptake was excellent, with the RWG each attending a few external events, and many staff outside of the RWG also attending personally selected events in their own time, driving conversation and shared learnings. We seek to engage with more activities like this every year, as a part of the implementation of our RAP's.

NAIDOC Week: Internal Event

Our Curator and Communications manager also organised an informal information session to raise awareness about the meaning and importance of NAIDOC week, and what it means to us as a design practice operating across the country, showing short films made by or about First Nations peoples.

We enjoyed shared lunch provided by a local First Nations catering company, 'Indigenu', and are on the look-out for more engaging activities in 2024.

Strategy and Employment

Snøhetta have identified a strong desire for Aboriginal and Torres Strait Islander peoples to be employed within our organisation, and regularly consulted with.

Whilst we don't have a specific business case developed for this, we have identified that our projects and team could benefit greatly from having more readily accessible knowledge embedded into the practice.

Our QMS system has recently completed a review and audit, and we have included more information around best practice and policies in areas of race relations and anti-discrimination, as identified by our Studio Manager in January.

As a result we have budgeted for training and development run by First Nations peoples to facilitate such actions.

Best Practice and Principles at Project Level

In August, we referenced Danielle Hromek's 14 principles document as a useful resource to guide us in our practice and projects.

These 14 Principles outline what non-Indigenous architects can do to *Indigenize practice and it was released in July 2023.

We intend on incorporating these guiding principles at key points within our process, and reference them throughout the life of each project we undertake with consistency and integrity.

Further to implementing this we would recommend: On all projects, a fee for First Nations advisors and consultation should become regular and built into project fees.

Becoming a part of the Architecture and Design Reconciliation Industry Network Group (RING), joining peers in Australia at the forefront of reconciliation practices.

*Please note the language used in this document we refer to is that used by Danielle Hromek.
<https://architectureau.com/articles/designing-with-country-what-can-non-indigenous-designers-do/>



A Business Case for Increased Knowledge

Throughout the year, we established the need for senior leaders to be equipped with training and tools to implement First Nations engagement on projects.

As mentioned, our QMS strategies have been adjusted as a result. This enabled project leaders to communicate to wider teams the importance of process design and First Nations engagement. It will also help maintain our First Nations engagement strategy, but we look forward to making this regular practice.

Throughout last year, our Curator and Communications Manager actively communicated our current efforts and the progress of our RAP plan to our wider global organisation.

We have been in agreement that engaging with First Nations peoples, ideas and knowledge is key not only to our Australasian studios, but to our global company goals and values of environmental and social sustainability.

As a Global practice, our New York and Oslo offices especially, have also been actively engaged in projects with First Nations peoples of their geographies.

Cultural Learning Needs

In 2023, our Curator and communications manager conducted a review of cultural learning needs within our organisation.

Our findings concluded that the only First Nations cultural engagement many of our staff had experienced or attended were the events organised through our organisation over 2022 and 2023.



Understanding of Country

A small number of staff had actively attended workshops or events of their own accord outside of an employment situation, and others had attended workshops or talks as part of previous employment.

We recognise we can do more in this area to provide resources for staff. We are committed to continue to promote and encourage extra-curricular activities, resources and reading.

In past, we have set out to understand Traditional Owners of our project places, and studio locations. Weekly studio meetings always start with an Acknowledgment of Country.

Each week a different member of staff acknowledges Country, this allows all staff to become familiar and confident with Traditional Owners and Aboriginal place names. We could further this process by ensuring senior staff and project leaders are always introducing the Traditional Owners and place name when they give weekly updates on their projects.

To truly understand the purpose and significance of Country, we have identified a need for more cultural learning across our organisation through various means and inbuilt processes on every project.

Best Practice and Partnerships

In 2023 our Curator and Communications Manager further developed our network of external stakeholders. This helped identify organisations and key people our organisation could work with. This was made up of First Nations designers, artists and advocacy organisations with potential to build ongoing reciprocal relationships between Snøhetta and First Nations peoples.

For example, we have identified artists we will invite to run workshops, employed First Nations catering companies in Kurna Country and Naarm for our events, and are in conversation with Curators at the NGV on holding a tour of their First Nations collection in 2024. We recognise the need to build ongoing partnerships, not just for singular engagements.





Workshop in October at Port Willunga beach using only existing materials.
Image: Lara Merrington

Commitment

Upon submission of this draft document to Reconciliation Australia, our Managing Director, Architecture Representative and Curator and Communications Manager will communicate this milestone across our organisation.

At this stage we will also review processes in need of development, and how we seek to improve and build on this in our organisation and projects into 2024 with tangible actions.



RAP Execution Plan Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence 	August 2024	Architect
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations 	June 2024	Curator + Comms Manager
2. Build relationships through celebrating National Reconciliation Week (NRW)	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff 	May 2024	Curator + Comms Manager
	<ul style="list-style-type: none"> RAP Working Group members to participate in external NRW events 	27 May - 3 June 2024	Architect
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW 	27 May - 3 June 2024	Managing Director
3. Promote reconciliation through our sphere of influence	<ul style="list-style-type: none"> Communicate our commitment of reconciliation to all staff 	March 2024	Managing Director
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey 	April 2024	Architect
	<ul style="list-style-type: none"> Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey 	May 2024	Managing Director
4. Promote positive race relations through anti-discrimination strategies	<ul style="list-style-type: none"> Continue to research best practice and policies in areas of race relations and anti-discrimination 	June 2024	Curator + Comms Manager
	<ul style="list-style-type: none"> Review the 2023 HR policies and procedures to identify existing anti-discrimination provisions and future needs 	April 2024	Accounting Manager / Managing Director
	<ul style="list-style-type: none"> Continue to raise awareness of Snøhetta expectations on what constitutes appropriate behaviour in the workplace, including the negative impact of discriminatory and racist behaviour 	June 2024	Managing Director





RAP Execution Plan Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and reights through cultural learning	<ul style="list-style-type: none"> Continue to improve and develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation 	July 2024	Architect
	<ul style="list-style-type: none"> Repeat a review of cultural learning needs within our organisation, with new staff , and how previous staff feel their knowledge is after some implementation of the program 	October 2024	Curator + Comms Manager
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area 	March 2024	Architect
	<ul style="list-style-type: none"> Increase staff understanding of the purpose and significance behind cultural protocols including Acknowledgement of Country and Welcome to Country protocols 	April 2024	Architect
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week 	June 2024	Curator + Comms Manager
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area 	June 2024	Managing Director
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	First Week July 2024	Curator + Comms Manager





RAP Execution Plan Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	• Develop existing business case for Aboriginal and Torres Strait Islander employment within our organisation	July 2024	Accountint Manager / Managing Director
	• Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	April 2024	Architect / Curator + Comms Manager
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	• Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	March 2024	Architect
	• Investigate Supply Nation membership	March 2024	Accounting Manager





RAP Execution Plan Governance

Action	Deliverable	Timeline	Responsible
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP	<ul style="list-style-type: none"> Maintain RWG to govern RAP implementation 	March 2024	Architect / Curator + Comms Manager
	<ul style="list-style-type: none"> Review and Update Draft Terms of Reference for the RWG 	March 2024	Curator + Comms Manager
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG 	March 2024	Curator + Comms Manager
11. Provide appropriate support for effective implementation of RAP commitments	<ul style="list-style-type: none"> Re-assess and Define resource needs for RAP implementation 	March 2024	Architect
	<ul style="list-style-type: none"> Maintain senior leaders to champion RAP internally 	March 2024	Curator + Comms Manager
	<ul style="list-style-type: none"> Continue to engage senior Leaders in the Delivery of RAP Commitments 	March 2024	Curator + Comms Manager
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	<ul style="list-style-type: none"> Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss out on important RAP correspondence. 	March 2024	Architect
	<ul style="list-style-type: none"> Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey 	June 2024	Architect
	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Survey to Reconciliation Australia. 	1 August 2024	Architect
13. Continue reconciliation journey by developing the next stage RAP	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing the next stage RAP 	December 2024	Accounting Manager





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