

Stretch Reconciliation Action Plan

July 2023 - July 2026

Acknowledgement

Water Corporation acknowledges the Traditional Owners throughout Western Australia and their continuing connection to the land, water and community. We pay our respects to all members of the Aboriginal communities and their cultures and to Elders past and present.

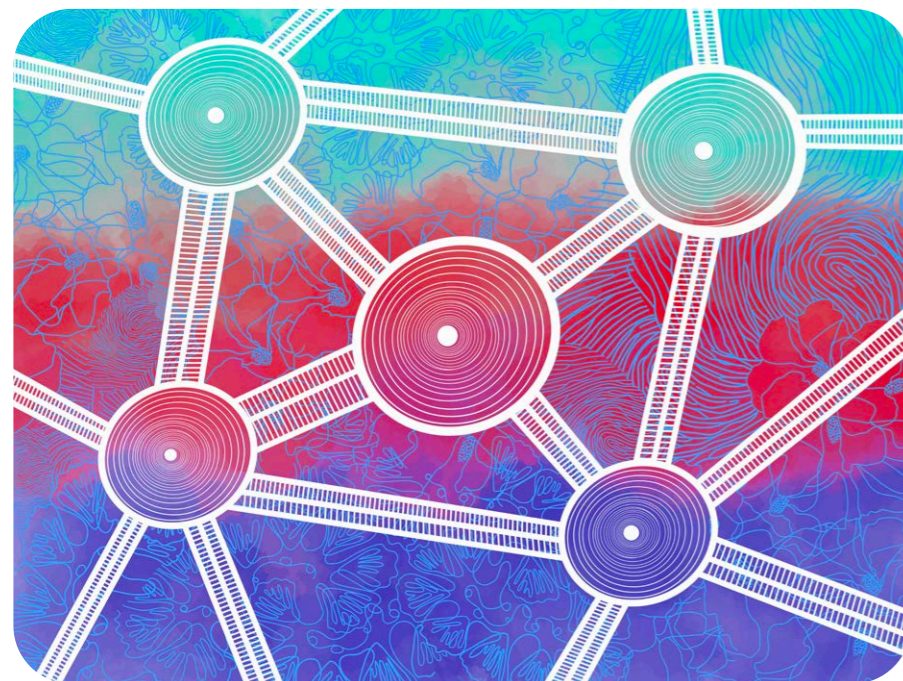
About the artist

'A journey to a broader horizon' - Jordin Payne



A secure water future for all

Water Corporation manages water services to make WA a great place to live, invest and thrive. Acknowledging past truths, optimising current practices and creating a future where people can design their own destinies. This design reflects the key water provisions so important to Aboriginal and Torres Strait Islander people and the connectivity of staff to each other, to the corporate vision and to reconciled relationships. Rainwater, bore water and surface water are the lifeblood of country and culture, a tapestry across the state of our national story. This story reflects a significant moment in Australian history, the individuality and intentional action in the present and a vision for a future where we walk alongside Aboriginal and Torres Strait people to build a sustainable water future for all Western Australians. The journey continues, grounded in values of leading with care, delivering on promises, working as one and finding better solutions in service to us all.



Jordin Payne is from the Nimanburr language group in the far north of Western Australia. Overlooking the King Sound; country, community and culture have a profound place at the centre of her work. Grounded in a signature style of bold colours and clean lines, Jordin's creations evoke a sense of vitality and joy. Making her art a vibrant celebration of life and reflective of the beauty and spirit of her heritage and how she sees the world.

Water Corporation's vision for reconciliation

Water Corporation's vision for reconciliation is to walk alongside Aboriginal and Torres Strait Islander peoples to build a sustainable water future for all Western Australians. We will work in partnership with Aboriginal and Torres Strait Islander peoples, businesses, and communities, enhancing opportunities for skill development and sustainable careers.

We will forge strong and mutually beneficial relationships with our Aboriginal and Torres Strait Islander stakeholders, promoting cultural recognition, mutual respect and ultimately acknowledging the past and moving forward together.

We understand that enduring relationships with local Aboriginal communities are necessary for our business success. Our operations must co-exist with Aboriginal and Torres Strait Islander heritage and native title rights, while being responsive to social and cultural concerns.

Our new and refreshed strategy for Water Corporation's future direction, Thrive2035, will work towards creating a sustainable water future by learning from and integrating the wisdom of Traditional Owners, together with the innovation of today, to preserve our water and waterways for future generations.

With Thrive2035 we have now fully integrated our Aboriginal Engagement Strategy named Yesterday, Today and Tomorrow, into our future strategy and commit to making lasting change with Aboriginal and Torres Strait Islander peoples, so that everyone in our community and our state can thrive.

We will continue to build relationships on a local level with Traditional Owners and partner with Aboriginal communities. We will work to go beyond delivering safe water service provisions, to deliver lasting health, wellbeing and economic prosperity outcomes in the true spirit of reconciling.

As the current government appointed stewards of our state's water services, we will continue to build partnerships with Traditional Owners. Learning from the past, we commit to a continued journey of reconciliation ensuring our ways of working and decision making are inclusive, safe and culturally informed.

Water Corporation CEO foreword



I am honoured to be the Co-Chair of Water Corporation's Reconciliation Action Plan (RAP) Steering Group. I feel privileged to be part of the team leading our actions to include the voices of Aboriginal and Torres Strait Islander peoples in our decision-making processes.

Thrive2035 our new corporate strategy and vision, has our people and customers at its heart, and embraces reconciliation. It ensures we continue building relationships at a local level with Traditional Owners as we partner to deliver safe, trusted drinking water services, and support self-determination outcomes with Aboriginal peoples and communities across our state.

Our 2023-2026 Stretch RAP is about taking action within our sphere of influence, and to make tangible differences in partnership with First Nation peoples, communities, and country. To support these commitments, we know attracting, developing, and retaining Aboriginal and Torres Strait Islander people employed at Water Corporation is central to our success.

As one of the largest and most geographically dispersed employers in Western Australia, we are uniquely positioned to provide diverse and sustainable employment opportunities. We are in a fortunate position to offer meaningful career pathways across the state, with many of these opportunities on country.

Our Stretch RAP builds on the work we have done in previous RAPs. Our focus remains on our commitment to truth-telling, building respect, recognition, and inclusiveness for a shared, sustainable future where people, communities and state can thrive.

Importantly, our RAP aligns with our Aboriginal Engagement Strategy, 'Yesterday, Today and Tomorrow', co-designed and led by Aboriginal employees. The RAP outlines our commitment to work with Aboriginal and Torres Strait Islander peoples and communities to promote and support self-determination, social inclusion, cultural security, and economic participation.

We have also taken positive steps working with Aboriginal and Torres Strait Islander owned businesses. Therefore, we will further our commitment by appropriately addressing contracting process gaps. We hope this investment will build strong and sustainable relationships between Water Corporation and Aboriginal and Torres Strait Islander businesses.

I would like to express my thanks to everyone involved in the development of this new RAP, in particular our RAP Steering Group and its Co-Chair, for their invaluable contributions.

Although I recognise we have a long way to go on our reconciliation journey, I am confident each of us can have a positive impact as we continue to make progress. I look forward to working with the RAP Steering Group and sub-committees on our ongoing reconciliation journey, and to making a real difference.

Pat Donovan

Chief Executive Officer and
RAP Steering Group Co-Chair
Water Corporation

Message from Reconciliation Australia CEO



On behalf of Reconciliation Australia, I congratulate Water Corporation on its formal commitment to reconciliation, as it implements its third Stretch Reconciliation Action Plan (RAP).

The RAP program provides organisations with a framework to contribute to the reconciliation movement through the pillars relationships, respect and opportunities. This framework allows for continuous development, pushing organisations to embed and expand on their commitments, while adapting to obstacles as they arise.

The principal supplier of water to hundreds of thousands of West Australian homes, Water Corporation is embedded across the state - providing services, as well as hiring, training and operating across the regions.

Through its previous RAPs, Water Corporation has taken the time to understand how its operations delivering water services intersect with the needs, rights and stewardship of local Aboriginal and Torres Strait Islander communities and their Lands and waterways.

Starting with Cultural Awareness Programs in its first RAP in 2008, it has steadily grown its approach to reconciliation, where most recently in 2022 it formalised its Aboriginal Engagement Strategy: Yesterday, Today and Tomorrow. Co-designed and Aboriginal-led, the Strategy seeks a 'Whole of Corporation' approach to embedding First Nations participation in its work.

This strategy continues what Water Corporation started with programs such as its Emerging Indigenous Water Leaders Scholarship, where it actively recognises the intrinsic role of Aboriginal and Torres Strait Islander knowledge and systems in sustainable water management. It is also modelling this approach to the broader community, expanding its Water in Aboriginal Culture education program in this Stretch RAP to three further regions, helping more students to understand First Nations peoples' connection to Land, water, languages and spirituality.

Supported by its new Thrive2035 strategy, these initiatives, among others in this Stretch RAP, look to respectfully and equitably engage with Aboriginal and Torres Strait Islander peoples and communities to make sure our water and waterways are looked after for future generations.

On behalf of Reconciliation Australia, I commend Water Corporation on this Stretch RAP and look forward to following its ongoing reconciliation journey.

Karen Mundine

Chief Executive Officer
Reconciliation Australia

Our business

Water Corporation is the principal supplier of water, wastewater, drainage and bulk irrigation services in Western Australia to hundreds of thousands of homes, businesses and farms.

We directly employ more than 4,000 employees, with over 200 Aboriginal and Torres Strait Islander employees in offices across the state of Western Australia. We have office locations in Perth, Bunbury, Albany, Karratha, Geraldton, Northam, Kalgoorlie and a number of depots, providing a high level of expertise and strong commitment to local communities across the state.

We manage \$46 billion (replacement value) of assets to deliver water services across the 2.6 million square kilometre expanse of the state, directly and through alliances with the private sector.

As we continue to feel the impacts of climate change, we have adapted. We are working with government, partnering with businesses, and supporting the community to act and secure our water future.

Utilising our sphere of influence, we want to generate equity between Aboriginal and Torres Strait Islander and non-Aboriginal Australians and drive reconciliatory action in a respectful manner. This can only be achieved by incorporating the extensive knowledge of our Aboriginal employees and communities we work in.

To achieve this, we need to acknowledge and learn from our shared history and generate change through co-designed solutions. As an organisation that conducts business in areas of cultural importance to Aboriginal people and thus all Western Australians, this strategy outlines our promise to work with Aboriginal people and communities, in ways that embraces relationships and embeds the truth and value of Aboriginal experiences, knowledge, and stories.

Embracing a culturally intelligent way of working will enable a cross-organisational response providing greater flexibility and opportunity for our businesses to innovate when providing services to Aboriginal communities. This will further our commitment to promote and support self-determination, social inclusion, cultural security, and economic participation, and provides a platform to progress the required actions in an aligned way ensuring transparency and accountability.

Our purpose is to sustainably manage our water services to make Western Australia a great place to live, invest and thrive.

Our reconciliation journey

Water Corporation's first steps to reconciliation began in 2006. We initiated the conversation around the business to learn what reconciliation means to our employees and stakeholders. Our first Reconciliation Action Plan (RAP) was implemented two years later.

Our focus during the 2008-09 RAP period was to ensure all negotiations with Aboriginal and Torres Strait Islander peoples were conducted in good faith. This included recognition of Aboriginal and Torres Strait Islander indelible rights and considering the specific needs of Aboriginal peoples in our operations.

One of the major initiatives launched under this first RAP was our Aboriginal Cultural Awareness Program. The program helps employees across all levels develop foundational understanding of the cultural, traditional and historical perspectives of Aboriginal and Torres Strait Islander peoples. Ever evolving, this program still receives very positive feedback today.

In 2008 we also established our enduring partnership with Clontarf Foundation. Our partnership supports Clontarf operations and provides the opportunity for their students to engage with us. Employment forums and workplace site visits are coordinated as part of their preparation to transition to work. This partnership has generated a pathway for 23 young people from Clontarf Academy to work at Water Corporation.

The next edition of our RAP for the 2010-12 period centred around increasing our Aboriginal and Torres Strait Islander employment rates. In 2010, we signed the Australian Employment Covenant, committing to 50 positions for Aboriginal and Torres Strait Islander job seekers. We worked hard during this time to increase the diversity of our teams and position ourselves as an employer of choice. We are proud to have exceeded these targets in attracting Aboriginal and Torres Strait Islander peoples to join our business.

The direction of our 2013-15 RAP was about strengthening our career entry programs to ensure our work experience program was robust and wide-reaching across the state.

In January 2014, we introduced our Aboriginal Recruitment Standard as an important step towards removing barriers within our processes and making us more accessible to jobseekers. Our recruitment team worked in close partnership with hiring managers to ensure they effectively responded to Aboriginal and Torres Strait Islander applicants who were transitioning into a Water Corporation career.

We continued fostering our relationship with Clontarf Foundation, partnered with the Waalitj Foundation, and participated in a number of employment expos to attract Aboriginal and Torres Strait Islander jobseekers to come and work at Water Corporation.

A core element of our reconciliation journey is improving and strengthening our relationship with Aboriginal and Torres Strait Islander communities. Our operational activities can impact Aboriginal heritage, native title and the local community. By consulting with relevant Aboriginal and Torres Strait Islander communities to understand their concerns and aspirations, we develop understanding and mutually beneficial ways to deliver our services.

Our 2015-18 RAP detailed actions designed to embed cultural change in our organisation and contribute to the five dimensions of reconciliation (race relations, equality & equity, unity, institutional integrity & historical acceptance).

In 2017, we hosted our first Aboriginal supplier gathering. These gatherings are still run today and allow us to lead cross-industry collaboration and create a network of Aboriginal suppliers. The event also provides us the opportunity to share our program of works for the financial year, explain Water Corporation processes and how suppliers bid for contracts.

The inaugural Kambarang Aboriginal employee conference was held in 2018. It's named Kambarang as it is held during the second spring of the Noongar six season. The conference has continued to take place every second year.

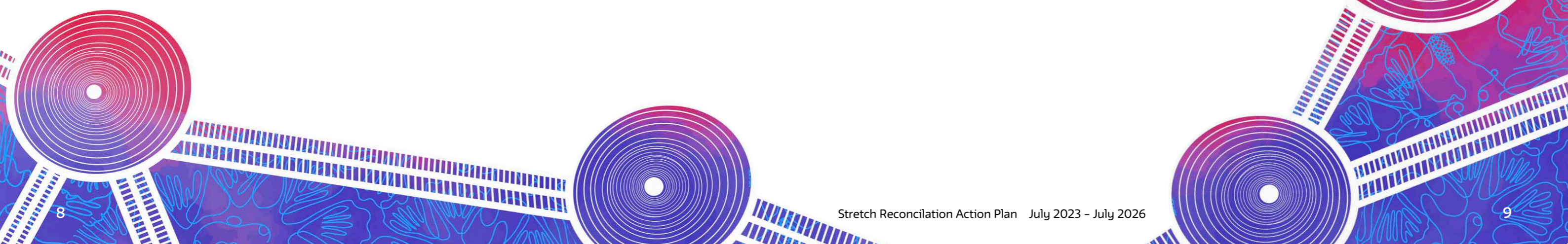
Kambarang conference is designed to connect and enrich our state-wide network of Aboriginal employees through an action-packed three-day event. Creating opportunities for employees to develop relationships, a tailored learning approach and opportunities that empower Aboriginal employees to drive their own career pathways.

The focus of our 2019-21 RAP built on earlier learnings from our reconciliation journey and challenged our previous targets. In 2019, we partnered with the International Water Association Australia (IWAA) and the Australian Water Association (AWA) to offer the first Emerging Indigenous Water Leaders Scholarship. The scholarship supports and empowers leaders to attend the annual Australian and international water association conferences. Recipients are encouraged to network, knowledge-share and enhance the value of their contribution to the sustainable management of water and First Nations cultures.

In 2021, Water Corporation introduced the MADALAH scholarship program which has grown from strength to strength. The not-for-profit organisation offers the opportunity for regionally located Aboriginal and Torres Strait Islander students to attend WA's leading boarding schools and universities. As well as financial support, the scholarship pairs each student with a Water Corporation mentor to help them with their studies.

Since the commencement of our reconciliation journey, we continue to evolve. Our behaviours and actions show that we are committed to building relationships based on mutual respect. However, we still have much to learn from Aboriginal and Torres Strait Islander peoples about managing water sustainably. This is particularly important as we face the increasing challenges of climate change.

The development of our third Stretch RAP focuses on truth-telling to build respect, recognition, and inclusiveness between Aboriginal and non-Indigenous Australians. Our goal is to create a shared sustainable future for all Western Australians which includes the voice of our Aboriginal and Torres Strait Islander people. Our commitment to this is reflected in our actions and deliverables for our 2023-2026 RAP.





Key achievements of our 2019-2021 RAP

- Partnerships with organisations such as Waalitj Foundation and Yirra Yaakin Theatre Company has helped support raising awareness of local Aboriginal culture in the wider community.
- We have continued our long-standing partnership with the Clontarf Foundation which provides important school engagement programs designed to help Aboriginal and Torres Strait Islander young people complete their education and gain meaningful employment. Water Corporation is one of Western Australia's largest employers of graduating Clontarf students and currently has 33 young people training across our business.
- We established the Water in Aboriginal Culture program, reaching over 2,248 students in 20/21 and 6,061 students in 20/21.
- Our 2021 Enterprise Agreement saw an increased provision of 5 days paid ceremonial leave entitlement separate from annual leave. Under these provisions, an employee can access three days paid leave per year to meet the requirements of their customs, traditional lore or to participate in ceremonial and cultural activities.
- 59.14 per cent of people leaders have participated in face-to-face Aboriginal cultural awareness sessions. We continue to deliver these sessions to staff across the organisation.
- We held our second Aboriginal and Torres Strait Islander employee conference, Kambarang, on the banks of the Derbarl Yerrigan in October 2020 with 130 people coming from across the state. As well as creating important social connections for our people, this conference provided an opportunity for learning about the range of programs available to support Aboriginal and Torres Strait Islander employees to progress their careers at Water Corporation.
- In 2019, we partnered with the International Water Association Australia (IWAA) and the Australian Water Association (AWA) to offer the first Emerging Indigenous Water Leaders Scholarship. The scholarship supports and empowers leaders to attend the annual Australian and international water association conferences.
- In 2021, Water Corporation introduced the MADALAH scholarship program which has grown from strength to strength. The not-for-profit organisation offers the opportunity for regionally located Aboriginal and Torres Strait Islander students to attend WA's leading boarding schools and universities. As well as financial support, the scholarship pairs each student with a Water Corporation mentor to help them with their studies.
- Water Corporation has continued its strong focus to improve opportunities available to Aboriginal and Torres Strait Islander businesses. We have now facilitated three gatherings in 2017, 2019 and 2021. The gathering provides an important function to engage and learn more about current and potential Aboriginal and Torres Strait Islander suppliers and their capabilities, also to inform suppliers on upcoming works and opportunities.

Challenges and learnings

While our Aboriginal leaders around the business were more than generous in recognising what has been achieved through partnership with non-Indigenous employees, we left too much of the heavy lifting to Aboriginal and Torres Strait Islander employees. The reality is that we have, and can, achieve much more through working effectively together in partnership - aligned to our value of One Team.

One point we needed to resolve is adequately resourcing the RAP, which means recognising that this is part of the day job - not something done off the end of the desk. In May 2021, our previous RAP working group (now RAP Steering Group) ran workshops on lessons learned that provided insight into what we need to do to set ourselves up for success with the 2023-2026 RAP.

These key outcomes identified included:

- Increased Aboriginal representation on the RAP Steering Group, including the positions of RAP Coordinator and Co-Chair
- Full time support from the RAP Coordinator on the development of the RAP. This position is responsible for the coordination of the RAP development and implementation, working across all RAP teams and closely with RAP Co-Chairs
- The RAP Steering Group and sub-committees Terms of Reference and membership need to align to deliverables within the plan. This will ensure the relevant business areas agree to and are engaged with actioning the deliverables assigned to them.

Based on these recommendations, Water Corporation has introduced a new RAP committee structure and terms of reference with strengthened Aboriginal representation on the Steering Group.

Supporting our RAP

Water Corporation Board and Executive

Our Board and Executive provides leadership and direction for our RAP. They will continue to assist with implementation and encourage the participation of all employees to make sure we deliver on our RAP commitments.

Senior management group

Under the direction and guidance of our general managers, senior managers, including all business unit heads and regional managers play an important and active role in the implementation of our RAP.

RAP Steering Group Co-Chairs

Our RAP Steering Group will be Co-Chaired by the Chief Executive Officer and an Aboriginal member of staff who will champion the implementation of RAP actions and oversee the successful delivery of our RAP targets.

RAP Steering Group

The RAP Steering Group, which is made up of Aboriginal and non-Aboriginal employees, will guide and enhance Water Corporation's commitment to furthering Reconciliation.

- Co-Chair - Chief Executive Officer
- Co-Chair - Principal Aboriginal Communities (S&W)
- Member - General Manager Customer and Community Group
- Member - General Manager Assets Planning and Delivery Group
- Member - General Manager People and Safety Group
- Member - General Manager Operations
- Member - Head of Legal Services
- Member - Head of Procurement and Property
- Member - Program Director Aboriginal Strategy and Reconciliation 50(d)
- Member - Team Lead Aboriginal Employment and Development 50(d)
- Member - Manager Aboriginal Community Engagement 50(d)
- Member - Specialist Aboriginal Contractor Engagement 50(d)
- Member - Manager - Aboriginal Heritage and Native Title 50(d)
- Member - Aboriginal member of staff
- Member - Aboriginal member of staff, Team Lead - Meter Reading Services
- Member - Aboriginal member of staff

RAP Steering Group sub-committees

The RAP Steering Group will be supported by the following four sub-committees whose role is to implement the RAP deliverables:

- Aboriginal Employment (People and Capability) Sub-committee
- Aboriginal Procurement and Contracts Sub-committee
- Events and Activations (Reconciliation and NAIDOC Week events) Sub-Committee
- Aboriginal Community Engagement Sub-committee

RAP Steering Group secretariat

The Aboriginal Strategy and Reconciliation unit will undertake the RAP Steering Group and sub-committee's secretariat function.

We recognise that reconciliation leadership requires deep commitment across all areas of our organisation, our people, our stakeholders and the communities in which we work. Everyone will play a key role across all areas helping to build the attitudes, behaviours and curiosity that will see us excel in, and lead reconciliation at Water Corporation.



Canning Dam on Country Experience

Case Study 1 Relationships

Yesterday, Today and Tomorrow Aboriginal Engagement Strategy

In September 2022 Water Corporation launched its internal Aboriginal Engagement Strategy titled 'Yesterday, Today and Tomorrow', a name chosen to frame key horizons we will seek to address and reflecting our need to acknowledge and heal from the past, enhance our actions today and walk together into the future to make meaningful change.

Yesterday, Today and Tomorrow is a co-designed and Aboriginal led strategy that challenges the whole organisation to include the voices of Aboriginal people in the work they do through a process of truth-telling and knowledge sharing.

Yesterday, Today and Tomorrow has 20 Objectives that align to the five Goal areas of Our Country, Our People, Our Community, Our Culture and Visibility. All 20 objectives aim to increase the cultural intelligence of the organisation with a focus on:

How we engage with Aboriginal people and their communities in the work we do, which will be imperative to the success of Aboriginal Communities Water Services.

- Ensure we have meaningful career pathways and sustainable employment opportunities across the organisation and at all levels.
- We value Aboriginal people's knowledge and expertise in caring for country
- We engage meaningfully in our truth telling journey to ensure we leave from the past and become an organisation Aboriginal people trust and want to work with and for.



YTT Engagement session



YTT Goal areas

Water Corporation has set aside approximately \$4 million annually to fund additional section 50(d) positions (Aboriginal identified) with project funds to deliver on the 20 objectives. This will be essential in successfully uplifting the cultural intelligence of the organisation.

Our Yesterday, Today and Tomorrow strategy articulates a future for Water Corporation that values, reflects and embraces the shared role we have played in the development of our State, but also compels the organisation to own the truths associated with that. It will create an environment in which the understanding and knowledge gained about Aboriginal cultures directly informs our decision making and ways of working in the present. In doing so, the strategy's activities create an environment of 'whole of Corporation' responsibility and respect.

The Strategy will create an environment in which the understanding and knowledge gained about Aboriginal and Torres Strait Islander culture directly informs our decision making and ways of working. In doing so, Yesterday, Today and Tomorrow creates an environment of 'Whole of Corporation' responsibility and respect.

The Yesterday, Today and Tomorrow strategy is supported by Water Corporation's Reconciliation Action Plan with all 20 Yesterday, Today and Tomorrow objectives embedded into Water Corporation's Reconciliation Action Plan.

We have committed to meaningful progress towards reconciliation by learning from the past through truth telling, to create greater unity in the present, to enable us to walk alongside each other to create a shared sustainable future through respectful stewardship of our states water services.

Relationships

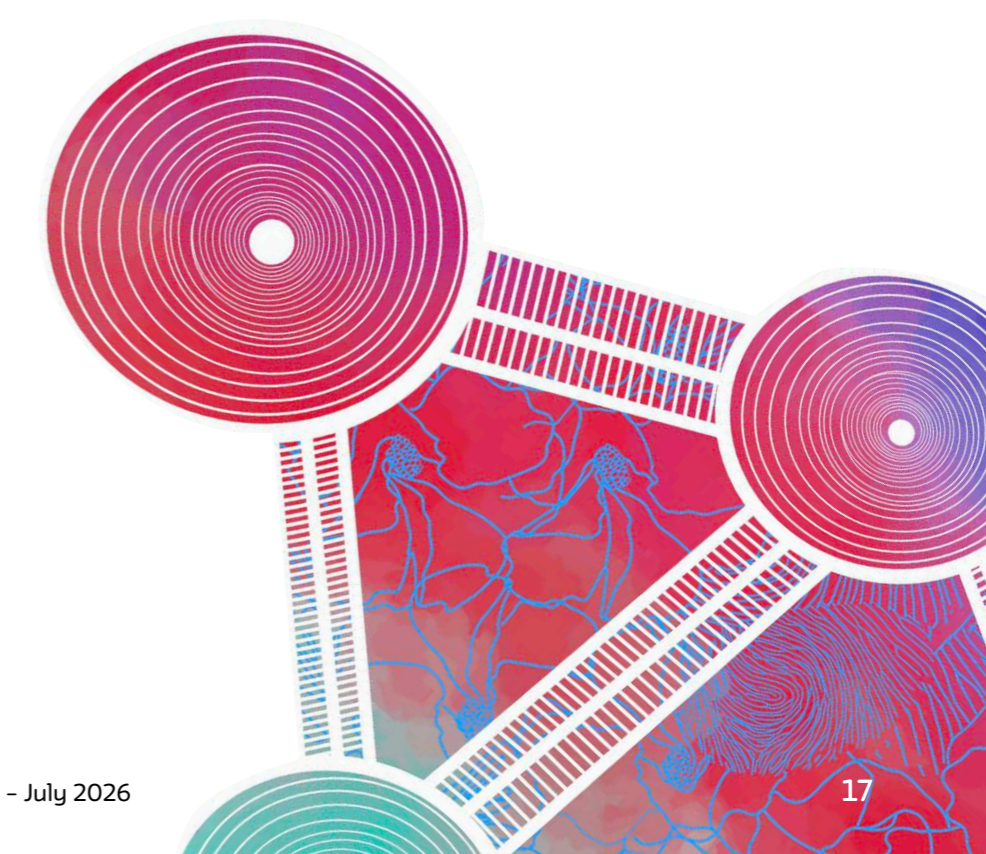
Building enduring and respectful relationships with Aboriginal and Torres Strait Islander people and communities is core to who we are and what we do. Through these relationships, we deepen our understanding of Aboriginal heritage and culture, as well as Native Title rights. This will help us deliver positive outcomes through our work in collaboration with the communities we serve.

Focus area: Respectful engagement, meaningful partnerships, Aboriginal and Torres Strait Islander voice in decision making.

Action	Deliverable	Timeline	Responsibility
Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to continuously improve guiding principles for engagement.	December 2024	Lead: Head of Customer and Community Relations Support: Manager Aboriginal Community Engagement
	• Review, update and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders.	December 2023, 2024, 2025	Lead: Head of Customer and Community Relations Support: Manager Aboriginal Community Engagement
	• Establish and maintain 6 formal two-way partnerships with Aboriginal and Torres Strait Islander communities or organisations.	December 2025	Lead: Head of Brand and Customer Strategy Support: Lead – Partnerships and Education
Build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia’s NRW resources and reconciliation materials to all staff.	27 May-3 June 2024, 2025, 2026	Lead: Program Director Aboriginal Strategy and Reconciliation
	• RAP Steering Group members to participate in 3 external NRW events.	27 May-3 June 2024, 2025, 2026	Lead: RAP Chair Support: Program Director Aboriginal Strategy and Reconciliation
	• Encourage and support staff and senior leaders to participate in 3 external events to recognise and celebrate NRW	27 May-3 June 2024, 2025, 2026	Lead: RAP Chair Support: Program Director Aboriginal Strategy and Reconciliation
	• Organise 6 internal NRW events, including at least one organisation wide NRW event, each year.	27 May-3 June 2024, 2025, 2026	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Register all our NRW events on Reconciliation Australia’s NRW website.	27 May-3 June 2024, 2025, 2026	Lead: Program Director Aboriginal Strategy and Reconciliation



Action	Deliverable	Timeline	Responsibility
Promote reconciliation through our sphere of influence.	• Implement strategies to engage all staff to drive reconciliation outcomes.	July 2024	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Ensure at least one representative attends a minimum of two RAP leadership gatherings hosted by Reconciliation Australia annually.	Review July 2023, 2024, 2025	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Communicate our commitment to reconciliation publicly.	May 2024, 2025, 2026	Lead: Head of Corporate Affairs Support: Specialist – CEO and Executive Communications
	• Implement strategies to positively influence our external stakeholders to drive reconciliation outcomes.	July 2024	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Collaborate with 2 organisations in the RAP network and/or other like-minded organisations to implement ways to advance reconciliation.	December 2025	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Promote and encourage accessing of Reconciliation Australia’s Share Our Pride online tool by all staff	May 2024, 2025, 2026	Lead: General Manager People and Safety Group



Action	Deliverable	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies.	• Continuously improve HR policies and procedures concerned with anti-discrimination.	December 2023, 2024, 2025	Lead: General Manager People and Safety Group Support: Team Lead Aboriginal Employment and Development
	• Engage with Aboriginal and Torres Strait Islander staff and/or Aboriginal and Torres Strait Islander advisors to continuously improve our anti-discrimination policy.	December 2023, 2024, 2025	Lead: General Manager People and Safety Group Support: Team Lead Aboriginal Employment and Development
	• Implement and communicate an anti-discrimination policy for our organisation.	December 2024, 2025, 2026	Lead: General Manager People and Safety Group Support: Team Lead Aboriginal Employment and Development
	• Provide ongoing education opportunities for senior leaders and managers on the effects of racism.	December 2024, 2025, 2026	Lead: General Manager People and Safety Group Support: Team Lead Aboriginal Employment and Development
	• Senior leaders to publicly support anti-discrimination campaigns, initiatives or stances against racism.	December 2023, 2024, 2025	Lead: General Manager People and Safety Group Supporting: Manager – Corporate Communications
Increase Aboriginal and Torres Strait Islander participation in decision making.	• Investigate the establishment of a mechanism to ensure the voices of Aboriginal communities are heard and incorporated in the design in our programs and service delivery models.	December 2025	Lead: Program Director Aboriginal Community Water Services
	• Establish Water Corporation’s Senior Aboriginal Officers Group to provide advice and direction to Executive on matters that relate to Aboriginal and Torres Strait Islander peoples.	December 2023	Lead: Chief Executive Officer Support: Program Director Aboriginal Strategy and Reconciliation
Support Reconciliation Western Australia (RWA)	• Continue to build on existing relationships with Reconciliation WA through investigating partnership opportunities	December 2023	Lead: Head of Brand and Customer Strategy Support: Lead – Partnerships and Education
	• Water Corporation representatives to attend a minimum of 2 Reconciliation WA events per year	May, June 2024, 2025, 2026	Lead: Program Director Aboriginal Strategy and Reconciliation.
	• RAP Steering Group members to promote Reconciliation WA Activities throughout the year	December 2024, 2025, 2026	Lead: RAP Steering Group Co-Chairs Support: RAP Steering Group membership



National Sorry Day with a display of the National Sorry Day Flower at Water Corporation Northam Office



Walk for Reconciliation 2023



Treatment and Resource Recovery teams at the Innovation Centre in Subiaco hosted a special Reconciliation event 2022

Case Study 2 Respect

Cultural immersion in the North West Region

Highlighting the strength of Aboriginal cultural connection to our most precious resource, participants from the Kimberley and Pilbara districts were guided by cultural Elders and Traditional Owners on Country in three separate sessions to learn about the water stories, “ways of knowing” water, water management and truth-telling relevant to their area. This program is the beginning of some important conversations about the place of water and wastewater service providers and our role in the broader water management in our communities.

The program provides a collaborative two-way learning experience about the extensive knowledge Traditional Owners have when it comes to the monitoring and management of waters sources. It was important to both Water Corporation and Traditional Owners that we not only learn from and listen to the rich perspectives of cultural lore bosses but also share how we access, monitor and secure water sources across our districts.

The program empowers operational teams across the organisation with a deeper understanding and appreciation of Aboriginal ways of knowing. Focusing on ‘knowing water’ and holistic water health indicators going beyond cultural awareness to tailored water learning this program is the first of its kind to be implemented at Water Corporation.

Overall, there were 60 attendees for this event, including seven Traditional Owners, two Land and Sea Managers, six Country Managers, the General Manager for Operations Group, North West Regional Manager, Operations Managers, Team Leaders and staff from the Kimberly and Pilbara districts.

It was important to our teams and the Traditional Owners that we not only learn from and listen to the rich perspectives of cultural lore bosses and their expertise, but also share how we access, drill and monitor bores across our districts.

This program was the first of its kind 40. At Water Corporation that went beyond cultural awareness experiences to tailored localised water learning.



Water Corporation
Pilbara Operations Cultural Immersion Event

Respect

We will continue to foster respect for Aboriginal and Torres Strait Islander cultures and histories through championing learning in our community and taking a collaborative approach in our operations. Through respecting the unique cultural contributions of Aboriginal and Torres Strait Islander peoples, we embed reconciliation in our business. This will create an environment in which the understanding and knowledge gained about Aboriginal and Torres Strait Islander culture directly informs our decision making and ways of working.

Focus area: Uplifting cultural competency, sharing knowledge and learnings, embedding reconciliation in our business

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	• Conduct an organisational readiness survey to inform the development and cultural learning needs to increase the cultural intelligence of our organisation.	December 2024, 2025, 2026	Lead: General Manager People and Safety Group Support: Program Director Aboriginal Strategy and Reconciliation
	• Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors on the implementation of a cultural learning strategy.	December 2024, 2025, 2026	Lead: General Manager People and Safety Group Support: Team Lead – Aboriginal Employment and Development
	• 100% of all newly engaged staff to undertake formal and structured face to face cultural learning within first 6 months of employment.	June 2024, 2025, 2026	Lead: General Manager People and Safety Group Support: Team Lead – Aboriginal Employment and Development
	• 100% of all newly engaged staff to complete mandatory online Aboriginal cultural awareness training within the first 100 days of employment.	June 2024, 2025, 2026	Lead: General Manager People and Safety Group Support: Team Lead – Aboriginal Employment and Development
	• Review and update the cultural learning strategy for Water Corporation staff to lift the cultural intelligence of the organisation.	December 2023, 2024, 2025	Lead: General Manager People and Safety Group Support: Team Lead – Aboriginal Employment and Development
	• Commit all RAP Steering Group members, HR managers and senior executive group to undertake formal and structured cultural learning.	December 2023, 2024, 2025	Lead: General Manager People and Safety Group
	• Develop a program to promote Aboriginal and Torres Strait Islander cultures, truth-telling and education, with enhanced cultural immersion and cultural events.	July 2023	Lead: General Manager People and Safety Group

Action	Deliverable	Timeline	Responsibility
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	• Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	December 2023, 2024, 2025	Lead: General Manager People and Safety Group
	• Implement and communicate a cultural protocol document (tailored for all local communities we operate in), including protocols for Welcome to Country and Acknowledgement of Country.	December 2024	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at 5 significant events each year including during NRW and NAIDOC.	May 2024, 2025, 2026	Lead: General Manager Customer and Community Group Support: Program Director Aboriginal Strategy and Reconciliation
	• Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	December 2024	Lead: General Manager People and Safety Group
	• Staff and senior leaders provide an Acknowledgement of Country or other appropriate protocols at all public events.	December 2024	Lead: General Manager People and Safety Group
	• Display a minimum 5 Acknowledgment of Country plaques in our office/s or on our buildings.	December 2024	Lead: General Manager People and Safety Group
	• Provide all Water Corporation employees with the opportunity to engage in Acknowledgement of Country training.	December 2024	Lead: General Manager People and Safety Group
Engage with Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	• RAP Steering Group to participate in an external NAIDOC Week event.	First week in July, 2023, 2024, 2025	Lead: General Manager People and Safety Group
	• Review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.	March 2024, 2025	Lead: General Manager People and Safety Group
	• Support all staff to participate in a minimum of 3 NAIDOC Week events in our local area.	First week in July, 2023, 2024, 2025	Lead: General Manager People and Safety Group
	• In consultation with Aboriginal and Torres Strait Islander stakeholders, support 2 external NAIDOC Week events each year.	July, 2023, 2024, 2025	Lead: General Manager People and Safety Group
Increase the WA community's awareness of the importance of water in Aboriginal cultures and traditional water management practices.	• Research and design improvement to enable current Water in Aboriginal Culture education program expansion.	December 2024	Lead: Head of Brand and Customer Strategy Support: Lead - Partnerships and Education
	• Investigate expansion of Water in Aboriginal Culture education program to 3 regions.	December, 2025	Lead: Head of Brand and Customer Strategy Support: Lead - Partnerships and Education

Action	Deliverable	Timeline	Responsibility
Increase visual demonstrations of respect for Aboriginal and Torres Strait Islander cultures, languages and perspectives throughout Water Corporation	• Engage Aboriginal artist and graphic designer to integrate artwork into Water Corporation corporate branding and templates	July 2025	Lead: Head of Brand and Customer Strategy Support: Manager - Marketing and Digital
	• Engage Aboriginal artist to incorporate local Aboriginal Artists into the 'Splash of Colour' campaign (painting our assets using local artists).	July 2025	Lead: Head of Brand and Customer Strategy Support: Manager - Marketing and Digital
	• Engage local Aboriginal Elders, artists and graphic designers to progress Water Corporation's asset co-naming project.	July 2026	Lead: Program Director Aboriginal Strategy and Reconciliation Support: Manager - Property Management
Maintain an inclusive workplace for Aboriginal and Torres Strait Islander employees.	• Develop and implement a cultural intelligence framework to uplift the cultural safety and maturity of Water Corporation.	July 2026	Lead: General Manager People and Safety Group
	• Review Water Corporation's mental health and wellbeing programs ensuring they meet the needs of Aboriginal and Torres Strait Islander staff and ensure delivery by Aboriginal identified professionals.	July 2026	Lead: General Manager People and Safety Group Support: Head of Safety and Wellbeing
	• Celebrate and recognise Aboriginal and Torres Strait Islander dates of significance:	July 2024, 2025	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Incorporate dates of significance into Water Corporation's corporate Outlook calendar		
	• Publish internal news articles to celebrate and recognise dates of significance		
• Promote resources on Reconciliation in Action internal landing page			

Case Study 3 Opportunities

Building relationships with Aboriginal and Torres Strait Islander suppliers

Water Corporation has continued its strong focus to improve opportunities available to Aboriginal businesses. In October 2017, Water Corporation launched its first Aboriginal supplier gathering which was held in Leederville. We have now facilitated three gatherings in 2017, 2019 and 2021. The gathering provides an important function to engage and learn more about current and potential Aboriginal suppliers and their capabilities, also to inform suppliers on upcoming works and opportunities.

Engagement and procurement from Aboriginal businesses has significantly increased since our first gathering. In 2017/2018, 31 contracts were awarded to Aboriginal businesses worth \$2.2 million. At our most recent Aboriginal supplier gathering in November 2021 Water Corporation hosted 32 Aboriginal suppliers. In 2021/2022 49 contracts above \$50,000 were awarded to Aboriginal businesses worth \$34.20 million this exceeded the Western Australia Aboriginal Procurement Policy target of 3.2% having achieved 5.0%.

Water Corporation has a live supplier register with around 200 Aboriginal businesses and two fulltime staff specifically focused on improving Aboriginal business engagement within the organisation. This includes becoming aware of the current barriers our onboarding, procurement and bidding processes present to Aboriginal businesses and implementing lessons learned from their experiences, while also meeting Work Health and Safety requirements.

“Within the State of Western Australia there is a strong Aboriginal business sector which is highly capable and ever developing. In my role I have the privilege of working with these businesses every day. I am very passionate about assisting the development of a vibrant business sector where Aboriginal people participate on equal terms with Non-Aboriginal Australians helps build understanding and trust that is vital for healing the nations”
- Aboriginal Contractor Engagement



Special guests (left to right)
Tryse Rioli, Carla Boehl (previous Director), Helen Creed (Director), Maria Russo (General Counsel and Company Secretary), Janine Freeman (Director), Pat Donovan (Chief Executive Officer)



CEO Pat Donovan Supplier Gathering 2023



Special guests Tryse Rioli

Opportunities

We will continue to promote meaningful business and employment opportunities aimed at Aboriginal and Torres Strait Islander peoples and communities. We will increase our focus on development, empowerment, and mentorship to drive principles of self-determination as defined by Aboriginal and Torres Strait Islander peoples.

Focus area: Promotion of opportunities for Procurement, Employment, Development, and retention

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	• Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.	March 2024, 2025, 2026	Lead: General Manager People and Safety Group Support: Team Lead – Aboriginal Employment and Development
	• Review and update an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.	March 2024, 2025, 2026	Lead: General Manager People and Safety Group Support: Team Lead – Aboriginal Employment and Development
	• Review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2024, 2025, 2026	Lead: General Manager People and Safety Group Support: Manager – Talent Acquisition
	• Aboriginal and Torres Strait Islander employees to be supported to take on management and senior level positions.	March 2024, 2025, 2025	Lead: General Manager People and Safety Group Support: Team Lead – Aboriginal Employment and Development
	• Achieve an internal employment target of 260 Aboriginal and Torres Strait Islander employees	December 2025	Lead: General Manager People and Safety Group Support: Team Lead – Aboriginal Employment and Development
	• Advertise job vacancies to reach experienced and qualified Aboriginal and Torres Strait Islander candidates.	March 2024, 2025, 2026	Lead: General Manager People and Safety Group Support: Manager – Talent Acquisition
	• Review internal Aboriginal recruitment standard, recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.	March 2024, 2025, 2025	Lead: General Manager People and Safety Group Support: Manager – Talent Acquisition
	• Investigate options for a senior leaders development program to increase the number of Aboriginal people in decision making positions	June 2025	Lead: General Manager People and Safety Group Support: Team Lead – Aboriginal Employment and Development

Action	Deliverable	Timeline	Responsibility	
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	• Develop and implement a Water Corporation Aboriginal and Torres Strait Islander procurement strategy.	June 2025	Lead: Head of Legal Services Support: Specialist – Aboriginal Contractor Engagement	
	• Investigate participating in Supply Nations' JumpStart initiative.	June 2025	Lead: Head of Legal Services Support: Specialist – Aboriginal Contractor Engagement	
	• Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.	June 2025	Lead: Head of Legal Services Support: Specialist – Aboriginal Contractor Engagement	
	• Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.	June 2025	Lead: Head of Legal Services Support: Specialist – Aboriginal Contractor Engagement	
	• Train all relevant staff in contracting Aboriginal and Torres Strait Islander businesses through Supply Nation or an equivalent organisation.	June 2025	Lead: Head of Legal Services Support: Specialist – Aboriginal Contractor Engagement	
	• Award 30 contracts to Aboriginal suppliers with a total value of 20 million dollars being delivered through at least 10 different Aboriginal suppliers.	December 2025	Lead: Head of Legal Services Support: Specialist – Aboriginal Contractor Engagement	
	• In support of the Aboriginal Procurement Policy, award a minimum of 4% in 2022-2023 FY, 4.5% in 2023-2024 FY, and 5% by 2024-2025 FY of contracts to registered Aboriginal and Torres Strait Islander businesses.	July 2023, 2024, 2025	Lead: Head of Legal Services Support: Specialist – Aboriginal Contractor Engagement	
	Improve quality of life for Aboriginal peoples through the continuous improvement of water quality, infrastructure, and services in Aboriginal communities.	• Determine and define direction to continuously improve water infrastructure, services, and water quality outcomes in Aboriginal communities.	December 2025	Lead: General Manager Customer and Community Group
		• Establish Aboriginal Community Water Services unit to support safe efficient and reliable water services to Aboriginal communities.	December 2023	Lead: General Manager Customer and Community Group
		• Embed resource needs for Aboriginal Community Water Services Program implementation: • Establishment of a Program Director position and supporting FTE to drive outcomes for the Aboriginal Community Water Services program.	December 2023	Lead: General Manager Customer and Community Group

Case Study 4 Opportunities

Aboriginal employee conference (Kambarang conference)

To strengthen our work in the Aboriginal employee retention area and to provide an opportunity to network with peers, Water Corporation held its third Kambarang Conference in October 2022, for Aboriginal and Torres Strait Islander employees across the state of Western Australia.

Established in 2018, the Kambarang conference was identified as a key retention enabler and bringing together Aboriginal and Torres Strait Islander employees from across the state. The conference is titled, 'Kambarang' as it is held during the second spring of the Noongar six seasons.

The underpinning purpose of the conference is to address retention issues within our Aboriginal workforce. The 2022 Kambarang conference theme, 'If it's to be, it's up to me', empowering employees to drive their own career. The conference aims to build a strong sense of belonging and creating connections, as well as the opportunity for tailored learning and development opportunities.

The conference provides employees with the opportunity to feedback on improvements and outcomes to be addressed through Water Corporation's Aboriginal Employment Strategy, including:

- Providing more opportunities for Aboriginal and Torres Strait Islander employees to network
- The importance of access to professional development opportunities that support career progression within Water Corporation
- Trainee and apprenticeship programs should have a sustainable and on-going employment outcome on completion of qualifications
- Kambarang conference should include information and training opportunities for Aboriginal and Torres Strait Islander employees to learn how to advance their own careers within Water Corporation such as the principles of career development and applying for jobs at a higher level.

Since our 2022 Kambarang conference, we have established a dedicated Aboriginal Employment RAP Sub-committee. This sub-committee will be responsible for refreshing Water Corporation's Aboriginal employment strategy to incorporate the outcomes of the Kambarang conference. The Aboriginal Employment RAP Sub-committee will be devoted to supporting Aboriginal and Torres Strait Islander peoples in their Water Corporation careers.

As well as creating important social connections for our people, the Kambarang conference provides an opportunity for learning about the range of programs available to support Aboriginal and Torres Strait Islander employees to progress their careers at Water Corporation.

A place for growth, development, and new connections.



Kambarang Conference 2020

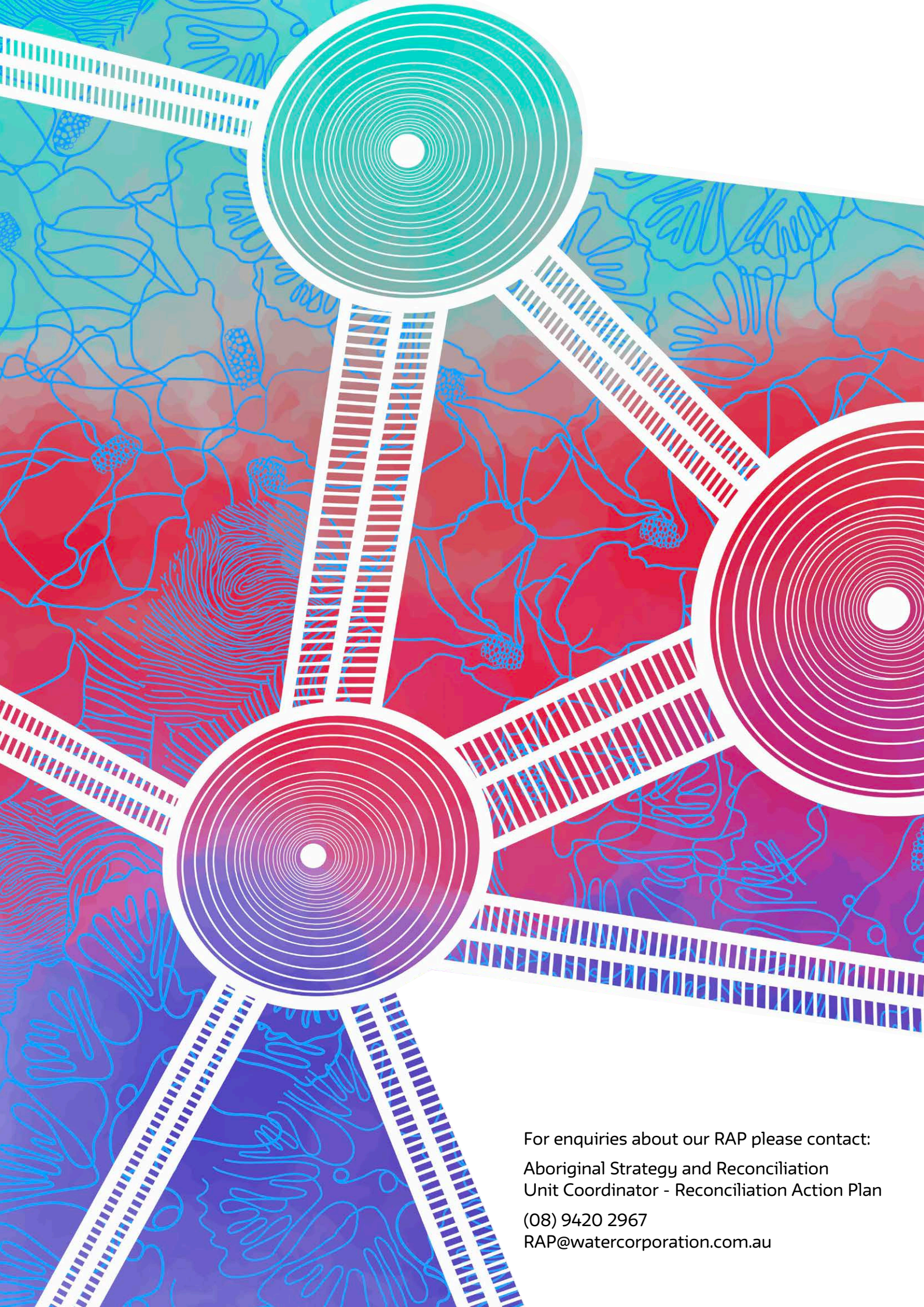
Governance

We will support internal governance, monitoring and reporting of the RAP; coordinate external commitments and reporting to Reconciliation Australia and our stakeholders; manage the close out of RAPs at the end of their term; and the development of new RAPs.

Focus areas: Governance, open and transparent reporting and communications

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Steering Group (RSG) to drive governance of the RAP.	• Maintain Aboriginal and Torres Strait Islander representation on the RAP Steering Group.	April 2024, 2025, 2026	Lead: RAP Chair Support: Program Director Aboriginal Strategy and Reconciliation
	• Annually review the Terms of Reference for the RAP Steering Group.	April 2024, 2025, 2026	Lead: Lead: RAP Chair Support: Program Director Aboriginal Strategy and Reconciliation
	• Meet at least four times per year to drive and monitor RAP implementation.	March, June, September, December 2023, 2024, 2025, 2026	Lead: Lead: RAP Chair Support: Program Director Aboriginal Strategy and Reconciliation
Provide appropriate support for effective implementation of RAP commitments.	• Embed resource needs for RAP implementation.	July 2023	Lead: General Manager Customer and Community Group Support: Program Director Aboriginal Strategy and Reconciliation
	• Establishment of a Program Director and RAP Coordinator positions and supporting FTE to drive reconciliation across the organisation.	July 2023	Lead: RAP Steering Group Co-Chair
	• Maintain an internal RAP Champion from senior management.	July 2023, 2024, 2025	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Develop and implement RAP Champions program for staff to provide a platform for Champions across the organisation to contribute to Water Corporation's reconciliation journey and increase their engagement with Aboriginal people and culture.	July 2023	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Embed key RAP actions in performance expectations of senior management and all staff.	March 2024, 2025, 2026	Lead: Lead: RAP Chair Support: Program Director Aboriginal Strategy and Reconciliation
	• Embed appropriate systems and capability to track, measure and report on RAP commitments.	March 2024, 2025, 2026	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Include our RAP as a standing agenda item at senior management meetings.	December 2025	Lead: RAP Chair Support: Program Director Aboriginal Strategy and Reconciliation

Action	Deliverable	Timeline	Responsibility
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	• Ensure our primary and secondary contacts are up to date with Reconciliation Australia.	July 2023, 2024, 2025	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Contact Reconciliation Australia if we have not yet received our RIMQ reporting link.	1 August 2023, 2024, 2025	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.	Submission Deadline: 30 September 2023, 2024, 2025	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Report RAP progress to all staff and senior leaders quarterly.	March, June, September, December 2023, 2024, 2025	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Publicly report against our RAP commitments annually, outlining achievements, challenges, and learnings.	September 2023, 2024, 2025	Lead: Head of Corporate Affairs Support: Program Director Aboriginal Strategy and Reconciliation
	• Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	May 2024	Lead: Program Director Aboriginal Strategy and Reconciliation
	• Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP	July 2026	Lead: Program Director Aboriginal Strategy and Reconciliation
Continue our reconciliation journey by developing our next RAP.	• Register via Reconciliation Australia's website to begin developing our next RAP.	June 2025	Lead: Program Director Aboriginal Strategy and Reconciliation



For enquiries about our RAP please contact:
Aboriginal Strategy and Reconciliation
Unit Coordinator - Reconciliation Action Plan
(08) 9420 2967
RAP@watercorporation.com.au