



# Innovate Reconciliation Action Plan

July 2021 to July 2023



Sydney  
**WATER**

## About the artwork and artist

The artwork was inspired by a topographic patterning of Sydney and connects stories of both saltwater and freshwater people, land sustainability and culture.

The inclusion of the blue whale and eels represent the native marine life that live in the freshwater and saltwater regions of Sydney's waters.

The Sydney land formations that are illustrated within the curved patterns also feature references to local native plants such as wattles and warrigal greens. These plants are found around different areas of Sydney Harbour as well as other coastal regions and inland rivers throughout Sydney.

The circular patterns represent the many watering holes and meeting places of Traditional Owners, which were used to share knowledge and stories between generations.

Dennis Golding is a descendant of the Kamilaroi/Gamilaraay people from the north-west of New South Wales. He spent most of his childhood living in Redfern and now resides in the south-east Sydney suburb of Little Bay.

Dennis has a Bachelor of Fine Arts (Honours) degree from UNSW Art & Design. In addition to creating his own pieces, he has been commissioned to create artworks for a range of high-profile projects including the inaugural Indigenous Wallabies jersey for Rugby Australia, the Indigenous jersey for the Wests Tigers NRL club, the Indigenous jersey for the Sydney Swifts netball club and RAP artworks for the Cancer Institute of NSW and Infrastructure Australia.





## Acknowledgement of Country

Sydney Water respectfully acknowledges the Traditional Custodians across Dharawal, Gundungurra, Darkinjung, Dharug and Eora nations where we work, live and learn.

Their lore, traditions and customs nurtured and continue to nurture the waters, both saltwater and sweetwater, in our operating area, creating wellbeing for all.

We pay our deepest respect to Elders, past and present. We acknowledge their deep connections to the land and waters.

We are committed to reconciliation and partnering with our Traditional Custodians, to ensure ongoing collaboration on Caring for Country now and into the future, learning from traditional and contemporary approaches, while maintaining and respecting cultural and spiritual connections.





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# A message from Reconciliation Australia

Reconciliation Australia commends Sydney Water on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for Sydney Water to expand its understanding of its core strengths and deepen its relationship with its community, staff and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, Sydney Water will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

The Innovate RAP's implementation is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of **relationships, respect and opportunities** emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 2.3 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Sydney Water is part of a strong network of more than 1,100 corporate, government and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals Sydney Water's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations Sydney Water on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia



# A message from the Managing Director

Water is not just essential for life. It is a key part of our First Nations' cultures.

Our Traditional Custodians have protected the vitality of our waterways for more than 60,000 years, and on behalf of Sydney Water, I would like to extend my sincere gratitude to them for their Care of Country.

A key part of that gratitude is continuing to embed and embrace reconciliation in everything that we do.

As Australia's largest water utility, we have an obligation to continue the work of our First Nations peoples to protect the water in our environment and communities.

Through this work, we will sustain and improve the health of the landscape, and deliver essential and sustainable water, wastewater, recycled water and stormwater services to more than five million people in Greater Sydney and the Illawarra.

This Reconciliation Action Plan (RAP) is an important step on our journey. Through the RAP, we outline how we will acknowledge and celebrate the enduring connections of Aboriginal and Torres Strait Islander peoples to the waters and lands on which we operate. We aim to develop strong relationships with Aboriginal and Torres Strait Islander communities to bring about meaningful change.

Our focus is to ensure our employees are culturally aware and respectful in the way we operate, and to address areas of disadvantage where we can make a difference, particularly by supporting employment opportunities and through business partnerships.

This RAP reinforces our vision of **creating a better life with world-class water services** by respecting and celebrating the cultural heritage of First Nations people and driving positive social change that will benefit generations of Australians to come.



A handwritten signature in black ink, appearing to read 'Roch Cheroux', written over a horizontal line.

**Roch Cheroux**  
Managing Director

# Our vision for Reconciliation

We acknowledge Aboriginal Australia's 60,000+ year history and their role as the Traditional Custodians of the lands and waters on which we work, live, and learn.

Our vision for reconciliation is to engage in deep listening and to learn from Aboriginal and Torres Strait Islander peoples as the first engineers of water and natural resources in this country and to blend their traditional knowledge with modern science to manage our waterways and protect the environment.

We are committed to addressing the inequality that Aboriginal and Torres Strait Islander peoples often experience. We will do this by partnering with Aboriginal and Torres Strait Islander businesses to increase economic opportunities and to improve employment outcomes within our organisation and through our partner relationships.



## Relationships

**We will engage** in deep listening with Aboriginal and Torres Strait Islander stakeholders and organisations for knowledge sharing and best practice advice on caring for waterways and Country. We commit to exploring opportunities to positively influence our employees, our partners and our customers to advance reconciliation.

## Respect

**We are committed** to improving the management of our waterways by learning from the knowledge and traditional practices used by Aboriginal and Torres Strait Islander peoples. We will provide opportunities for our employees, partners and customers to learn about local First Nations peoples culture and connection to Country in our operating area.

## Opportunities

**We recognise** the value of applying Aboriginal and Torres Strait Islander perspectives and knowledge into the work we do as the water provider for Greater Sydney, Blue Mountains and the Illawarra. We are committed to increasing opportunities for Aboriginal and Torres Strait Islander individuals and businesses. We will use our position to increase employment and economic outcomes for Aboriginal and Torres Strait Islander people across our operating area and through our business partnerships.



# About Sydney Water

Every day, we supply more than 5 million customers across Sydney, the Blue Mountains and the Illawarra, with safe, high-quality drinking water. We also look after wastewater, recycled water and some stormwater services, ensuring our communities can enjoy healthy rivers and clean beaches.

We are a State-Owned Corporation, wholly owned by the NSW Government and have been delivering essential services for more than 130 years.

Our Vision is to **create a better life with world-class water services**. By delivering world class water services, we can create a better life for our customers, our business partners and our communities. We have three equally important objectives:

- protect public health
- protect the environment
- be a successful business

Our families, friends and future generations depend on us to protect our water resources and our environment. In doing so, we respect the traditional 'Caring for Country' restorative approaches practiced over tens of thousands of years by our First Nations people and play our part to sustain and improve the health of the landscape by recognising and nurturing the value of water in our environment and communities.

Learning from the Traditional Custodians will help us meet the challenges presented by drought, climate change and population growth.





Our area of operations covers over 12,700 km<sup>2</sup> of Aboriginal land, across the Dharawal, Gundungurra, Darkinjung, Dharug and Eora nations. Within this area we have two head offices, one laboratory, 30 plants and more than 845 pumping stations.

We are a workforce of approximately 2,700 employees. As of December 2020, slightly less than 1% of our employees identify as Aboriginal and/or Torres Strait Islander people.

We work collaboratively with Local Aboriginal Land Councils and Traditional Owners who hold registered Indigenous Land Use Agreements under the Native Title Act in our area of operations, including primarily:

- NSW Aboriginal Land Council
- Metropolitan Local Aboriginal Land Council
- Deerubbin Local Aboriginal Land Council
- Illawarra Local Aboriginal Land Council
- Gandangara Local Aboriginal Land Council
- La Perouse Local Aboriginal Land Council
- Tharawal Local Aboriginal Land Council
- Darkinjung Local Aboriginal Land Council
- Indigenous Land Use Agreement Holders over the Gundungurra Area Agreement

# Our journey so far

In 2018, employees from across Sydney Water formed a working group and started development of an Innovate RAP to guide our reconciliation activities. Our reconciliation journey since July 2018 has resulted in a number of important initiatives:

## Relationships

- Establishing a RAP Working Group made up of employees from across the business which in 2020 was reconstituted as our Reconciliation Committee with updated terms of reference. Our Managing Director is the executive sponsor of the Committee and we have representatives from all management levels, operational employees and business groups.
- Regular reporting to our Executive and Board on our reconciliation activities.
- The appointment to our Reconciliation Committee of an external Aboriginal co-chair to provide advice and guidance on our reconciliation actions.
- Engaging employees in marking significant days including Sorry Day, National Reconciliation Week and NAIDOC Week, to raise awareness and understanding of Aboriginal and Torres Strait Islander histories and cultures.
- Partnering with First Nations artists in our operating area to create site specific artworks.



*Celebrating National Reconciliation Week 2021 with Aboriginal artists from Dalmarri, who conducted an art workshop with employees at our Potts Hill office.*





## Respect

- The development of cultural protocols for Welcome to Country and Acknowledgement of Country.
- To mark significant events, smoking ceremonies have been organised at our Potts Hill office in November 2019 to welcome our new Managing Director and at our Parramatta office in November 2020 as part of our NAIDOC Week celebrations.
- Conducting toolbox talks for frontline employees to help them recognise Aboriginal sites and artefacts in our area of operations.
- Running an Aboriginal and Torres Strait Islander Cultural Competency Workshop, conducted by an Aboriginal trainer, for members of the Reconciliation Committee.
- Incorporating Aboriginal and Torres Strait Islander knowledge, skills and cultures into our projects as happened with the restoration of a damaged seawall at our Port Kembla storm water plant.
- Undertaking a cultural immersion tour of our upper catchment areas with our Executive Team and Board.

## Opportunities

- Undertaking a review of our early career programs to help us attract Aboriginal and Torres Strait Islander students into our graduate, undergraduate and traineeship programs.
  - Working with our recruiting team and contingent workforce providers to raise awareness of our commitment to improving employment opportunities for Aboriginal and Torres Strait Islander people.
  - Joining with CareerTrackers to pilot their undergraduate intern program for talented Aboriginal and Torres Strait Islander university students.
  - Becoming a Supply Nation member to improve Aboriginal and Torres Strait Islander supplier diversity.
  - Employing an Indigenous Inclusion Specialist to support our reconciliation actions and Reconciliation Committee.
- 

## Our journey so far: Port Kembla seawall artworks

The rebuilding of a severely damaged sea wall at Sydney Water's Port Kembla stormwater plant, led to a successful collaboration with local Aboriginal groups and provides a template for how Aboriginal perspectives can be brought into projects in the future.

The seawall is about 220 metres long and features a walkway that allows maintenance staff, fishers and the public to access Red Point. Sydney Water's Michael Massih managed the restoration project which came about when heavy storms badly damaged the seawall. "We knew it was a place that Aboriginal people had occupied – there are a number of middens in the area – and so after talking to some of the local Aboriginal community groups and the CEO of the Illawarra Local Aboriginal Land Council, Paul Knight, it was agreed the project was a great opportunity to not just fix the seawall but tell the Aboriginal stories and history of the place."

A standout feature of the new seawall is the art installation commissioned by Sydney Water and done by local artists of the Coomaditchie United Aboriginal Corporation. Five artworks tell Dreamtime stories and the history of the place: whale migration, Hill 60, fishing and the industrialisation of the region.

Aboriginal landscapers were engaged to plant out the area and they selected plants native to the Illawarra to help stabilize the soil. The seawall walk opened to the public in mid-2020 and is an example of a successful collaboration with the Aboriginal community to incorporate Aboriginal knowledge, skills and culture into our projects in the development of a community asset.



*This artwork by local artists of the Coomaditchie United Aboriginal Corporation, depicts the Five Islands Dreaming Story and is one of several art panels installed as part of the Port Kembla seawall restoration project.*

*The artwork shows Hill 60, the campsite and tribal area of the Wadi Wadi, and shows the dreaming story of the creation of the five islands.*



# Reconciliation Committee members

Our RAP Working Group was reconstituted as our Reconciliation Committee in mid-2020 and our Managing Director, Roch Cheroux is a member and its Executive Sponsor. The Reconciliation Committee is chaired by Emma Pryor, Head of Major Projects in our Asset Lifecycle Group, and in November 2020, we appointed an external Aboriginal co-chair Natalie Wilcock, Manager of the Aboriginal Education and Training Unit at TAFE Digital.

## Our Reconciliation Committee has four Aboriginal employee representatives and non-Aboriginal members:

- Roch Cheroux, Managing Director and Executive Sponsor
- Emma Pryor, Chair and Head of Major Projects
- Natalie Wilcock, Co-chair and Manager of the Aboriginal Education and Training Unit, TAFE Digital
- Charles Agnew, Manager Asset Planning, Asset Lifecycle
- Kate Challinger, Customer Support Officer, Customer Services
- Steven Cramer, Head of Billing and Revenue, Customer Services
- Sri Gopalan, Team Manager Procurement, Finance & Business Performance
- Simon Granville, Head of Internal Audit, Governance and Assurance
- Yvonne Kaiser-Glass, Senior Heritage Advisor, Asset Lifecycle
- Sashna Kumar, Graduate, People and Culture
- Veronica Murphy, Indigenous Inclusion Specialist, People and Culture
- Cheryl Plevy, Senior Development Consultant, Business Development
- Rosalind Reidy, Head of Diversity and Inclusion, People and Culture
- Vickie Robinson, Head of Digital Service Management, Digital
- Stephen Smith, Networks Team Leader, Customer Delivery
- Bernie Sheridan, General Manager Customer Delivery
- Elise Walsh, Graduate, People and Culture



*Members of the Reconciliation Committee: (back row) Vickie Robinson, Bernie Sheridan, Roch Cheroux, Kate Challinger, Sri Gopalan and Simon Granville (front row) Cheryl Plevy, Elise Walsh, Rosalind Reidy, Sashna Kumar and Veronica Murphy*



## Natalie Wilcock: Aboriginal Co-Chair of our Reconciliation Committee

Natalie Wilcock became co-chair of our Reconciliation Committee in November 2020. Sydney Water sought the involvement of an Aboriginal co-chair to help guide our reconciliation journey. Natalie is a senior manager in the Aboriginal Education and Engagement Team at TAFE Digital and is from the Gamilaraay Nation in North West NSW.

“My passion for sharing my Aboriginal heritage and knowledge has provided me with the skills to work collaboratively with other cultures to achieve positive outcomes for all and create an awareness and understanding that will help others appreciate our wonderful Aboriginal culture and heritage.

“My role involves working with Sydney Water’s Reconciliation Committee to celebrate and share the journey of our Aboriginal people from past to present and embed a culturally safe environment for all employees when working with Aboriginal and Torres Strait Islander peoples.”



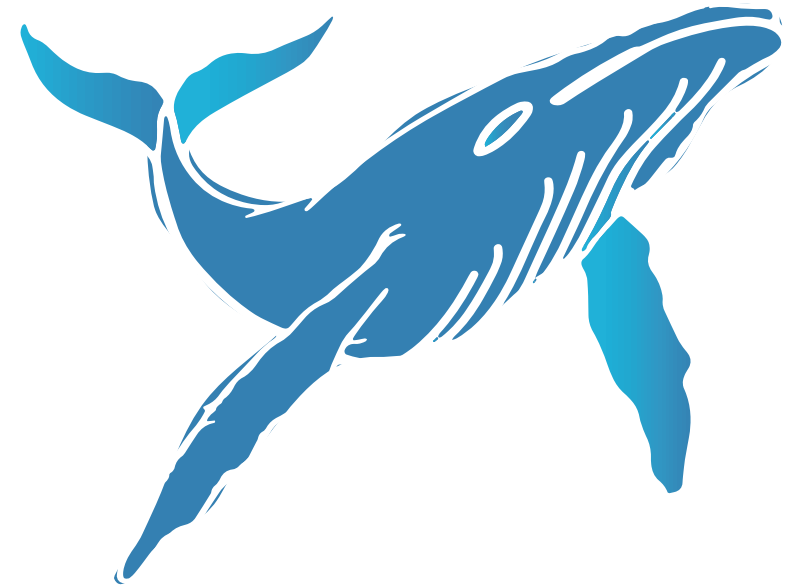
# Developing our Reconciliation Action Plan

At its core, our vision is to create and improve economic and social outcomes for First Nations people on the lands and waters on which we work, live and learn. This links to our corporate vision of **‘creating a better life with world-class water services’**.

We aim to do this by developing respectful relationships and driving meaningful change by increasing employment opportunities for First Nations people; promoting recognition and respect for First Nations knowledge, cultures and histories in the work we do; and supporting the economic development of First Nations owned businesses through our employment, procurement and supply chain practices.

Two Point Co, a 100% Aboriginal and Torres Strait Islander owned strategic consultancy, assisted us to develop our RAP. We ran workshops with our Reconciliation Committee members and key internal stakeholders and representatives from across all areas of our business including Aboriginal and Torres Strait Islander employees, our Board of Directors and Executive Team, to gather insights on our ambition and goals for reconciliation.

Our Reconciliation Committee members are responsible for overseeing the development and implementation of our RAP. They also play a key role in being advocates to build understanding and awareness amongst employees and to champion the activities that support reconciliation at Sydney Water.



# Our Reconciliation Action Plan



## Relationships

We will engage in deep listening with Aboriginal and Torres Strait Islander stakeholders and organisations for knowledge sharing and best practice advice on caring for waterways and Country. We commit to exploring opportunities to positively influence our employees, our partners and our customers to advance reconciliation.

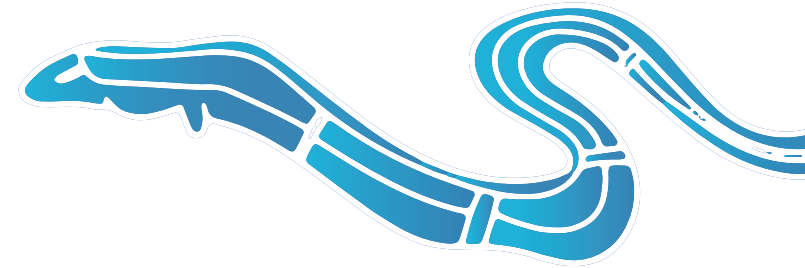
| Action                                                                                                                                                                    | Deliverable                                                                                                                                                                                                 | Timeline           | Responsibility                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|--------------------------------------------------------|
| <b>1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations within our operating context</b> | Meet with Aboriginal and Torres Strait Islander stakeholders and organisations in our operating area to develop guiding principles for future engagement. Embed these principles into our engagement plans. | August 2021        | Head of Government and Stakeholder Relations           |
|                                                                                                                                                                           | Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations in our operating area.                                                           | September 2021     | Head of Government and Stakeholder Relations           |
|                                                                                                                                                                           | Implement an employee volunteering program that will provide opportunities for our people to engage with Aboriginal and Torres Strait Islander peoples and cultures.                                        | September 2022     | Head of Diversity and Inclusion                        |
| <b>2. Build relationships by celebrating National Reconciliation Week (NRW)</b>                                                                                           | Circulate and promote Reconciliation Australia's NRW resources and reconciliation materials to our employees.                                                                                               | May 2022, May 2023 | Head of Diversity and Inclusion                        |
|                                                                                                                                                                           | Reconciliation Committee members to participate in an external NRW event.                                                                                                                                   | May 2022, May 2023 | Chair of Reconciliation Committee                      |
|                                                                                                                                                                           | Encourage and support employees and senior leaders to participate in at least one external event to recognise and celebrate NRW.                                                                            | May 2022, May 2023 | Chair of Reconciliation Committee<br>Managing Director |
|                                                                                                                                                                           | Organise at least one NRW event each year.                                                                                                                                                                  | May 2022, May 2023 | Head of Brand, Media and Communication                 |
|                                                                                                                                                                           | Register all our NRW events on Reconciliation Australia's NRW website.                                                                                                                                      | May 2022, May 2023 | Head of Diversity and Inclusion                        |



| Action                                                                           | Deliverable                                                                                                                                                                                                                           | Timeline             | Responsibility                                                            |
|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------------------------------------------------|
| <b>3. Promote reconciliation through our sphere of influence</b>                 | Implement strategies to engage our employees in reconciliation through training opportunities, volunteering and other programs.                                                                                                       | September 2021       | Head of Diversity and Inclusion                                           |
|                                                                                  | Communicate our commitment to reconciliation publicly including having our commitments on our website, providing updates in our annual report, and sharing information on our activities through our customer communication channels. | July 2022, July 2023 | Head of Brand, Media and Communication                                    |
|                                                                                  | Explore opportunities to positively influence our external stakeholders to drive reconciliation outcomes.                                                                                                                             | November 2022        | General Manager Customer Strategy and Engagement                          |
|                                                                                  | Collaborate with RAP and other like-minded organisations to develop ways to advance reconciliation.                                                                                                                                   | July 2022            | Chair of Reconciliation Committee                                         |
| <b>4. Promote positive race relations through anti-discrimination strategies</b> | Conduct a review of our People and Culture policies and procedures to identify existing anti-discrimination provisions, and future needs.                                                                                             | December 2021        | Head of Diversity and Inclusion<br>Head of People Partnering and Services |
|                                                                                  | Develop, implement and communicate an anti-discrimination policy for our organisation.                                                                                                                                                | November 2021        | Head of Diversity and Inclusion                                           |
|                                                                                  | Engage with Aboriginal and Torres Strait Islander employees and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.                                                                       | October 2021         | Head of Diversity and Inclusion                                           |
|                                                                                  | Educate senior leaders on the effects of racism.                                                                                                                                                                                      | December 2021        | Head of Diversity and Inclusion                                           |



## Respect



We are committed to improving the management of our waterways by learning from the knowledge and traditional practices used by Aboriginal and Torres Strait Islander peoples. We will provide opportunities for our employees, partners and customers to learn about local First Nations peoples cultures and connection to Country in our operating area.

| Action                                                                                                                                                               | Deliverable                                                                                                                                                                                                                                 | Timeline             | Responsibility                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|---------------------------------------------------------------------|
| <b>5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning</b> | Conduct a review of cultural learning needs within our organisation.                                                                                                                                                                        | July 2021            | Head of Diversity and Inclusion                                     |
|                                                                                                                                                                      | Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors in our operating area on the development and implementation of a cultural learning strategy.                                                         | July 2021            | Head of Diversity and Inclusion                                     |
|                                                                                                                                                                      | Develop, implement and communicate a cultural learning strategy for our employees.                                                                                                                                                          | September 2021       | Head of Diversity and Inclusion                                     |
|                                                                                                                                                                      | Establish an ongoing education program for our field employees so they have solid understanding of Aboriginal and Torres Strait Islander histories and cultures in our operating area.                                                      | July 2022, July 2023 | Head of Diversity and Inclusion                                     |
|                                                                                                                                                                      | Provide opportunities for business decision-makers, Reconciliation Committee members, People and Culture managers and other key leadership employees to participate in formal and structured cultural learning.                             | September 2021       | Head of Diversity and Inclusion                                     |
| <b>6. Integrate acknowledgement of Aboriginal and Torres Strait Islander peoples and perspectives in projects that Sydney Water undertakes</b>                       | Design and implement Acknowledgement of Country signage at Sydney Water sites.                                                                                                                                                              | November 2021        | Head of Brand, Media and Communication<br>Head of Property Services |
|                                                                                                                                                                      | Consult with Aboriginal and Torres Strait Islander communities to engage appropriate Aboriginal and Torres Strait Islander artist/s for artwork on Sydney Water's community facing assets including our water resource and recovery plants. | From July 2021       | Head of Brand, Media and Communication                              |
|                                                                                                                                                                      | Engage Aboriginal and Torres Strait Islander artists to develop artwork to be featured on Sydney Water trucks, cars, uniforms and other applications.                                                                                       | October 2021         | Head of Brand, Media and Communication                              |



| Action                                                                                                              | Deliverable                                                                                                                                                                              | Timeline                        | Responsibility                         |
|---------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------|
| <b>7. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</b>      | Increase employee understanding of the purpose and significance behind cultural protocols including Acknowledgement of Country and Welcome to Country protocols.                         | July 2021                       | Chair of the Reconciliation Committee  |
|                                                                                                                     | Develop, implement and communicate a cultural protocol document including protocols for Welcome to Country and Acknowledgement of Country.                                               | August 2021, August 2022        | Head of Brand, Media and Communication |
|                                                                                                                     | Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year including NAIDOC Week celebrations. | July 2022, July 2023            | Managing Director                      |
|                                                                                                                     | Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.                                                                          | From July 2021                  | Head of Brand, Media and Communication |
| <b>8. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</b> | Reconciliation Committee to participate in an external NAIDOC Week event.                                                                                                                | July 2021, July 2022, July 2023 | Chair of Reconciliation Committee      |
|                                                                                                                     | Review our policies and procedures to remove barriers to employees participating in NAIDOC Week.                                                                                         | May 2022, May 2023              | Head of Diversity and Inclusion        |
|                                                                                                                     | Promote and encourage participation in external NAIDOC events to all employees.                                                                                                          | June 2021, June 2022, June 2023 | Managing Director                      |





## Opportunities

We recognise the value of applying Aboriginal and Torres Strait Islander perspectives and knowledge into the work we do as the water provider for Greater Sydney, Blue Mountains and the Illawarra. We are committed to increasing opportunities for Aboriginal and Torres Strait Islander individuals and businesses. We will use our position to increase employment and economic outcomes for Aboriginal and Torres Strait Islander peoples across our operating area and through our business partnerships.

| Action                                                                                                                                        | Deliverable                                                                                                                                                                    | Timeline                 | Responsibility                                                          |
|-----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------------------------------------------------|
| <b>9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development</b> | Build understanding of our current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.                      | September 2021           | Head of Workforce Planning and Insights                                 |
|                                                                                                                                               | Engage with Aboriginal and Torres Strait Islander employees to consult on our recruitment, retention and professional development strategy.                                    | July 2022, July 2023     | Head of Diversity and Inclusion                                         |
|                                                                                                                                               | Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.                                                   | July 2022, July 2023     | Head of Diversity and Inclusion<br>Head of People Partnering & Services |
|                                                                                                                                               | Advertise job vacancies to effectively reach Aboriginal and Torres Strait Islander stakeholders.                                                                               | July 2021, July 2022     | Head of People Partnering & Services                                    |
|                                                                                                                                               | Review recruitment and employee lifecycle procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.                  | September 2021           | Head of Diversity and Inclusion<br>Head of People Partnering & Services |
|                                                                                                                                               | Increase the percentage of Aboriginal and Torres Strait Islander employees employed in our workforce.                                                                          | July 2022, July 2023     | Managing Director                                                       |
|                                                                                                                                               | Design and implement an employee value proposition to support the attraction of Aboriginal and Torres Strait Islander people.                                                  | September 2021           | Head of Diversity and Inclusion<br>Head of People Partnering & Services |
|                                                                                                                                               | Implement a traineeship initiative targeted at Aboriginal and Torres Strait Islander youth.                                                                                    | August 2021, August 2022 | Head of Learning and Development<br>Head of Diversity and Inclusion     |
|                                                                                                                                               | Design and implement an Aboriginal and Torres Strait Islander employee mentoring program to support the career development of Aboriginal and Torres Strait Islander employees. | July 2022                | Head of Learning and Development                                        |




| Action                                                                                                                        | Deliverable                                                                                                                                                                                                                         | Timeline                     | Responsibility                                                           |
|-------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|--------------------------------------------------------------------------|
| <b>10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</b> | Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.                                                                                                                                                | August 2021, April 2023      | Head of Procurement                                                      |
|                                                                                                                               | Continue annual membership of Supply Nation <sup>1</sup> .                                                                                                                                                                          | November 2021, November 2022 | Head of Procurement                                                      |
|                                                                                                                               | Communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to employees.                                                                                                 | August 2021, August 2022     | Head of Procurement                                                      |
|                                                                                                                               | Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.                                                                                   | August 2021, August 2022     | Head of Procurement                                                      |
|                                                                                                                               | Develop commercial relationships with Aboriginal and/or Torres Strait Islander businesses.                                                                                                                                          | July 2022, July 2023         | Head of Procurement                                                      |
|                                                                                                                               | Implement an annual target for the dollar spend with Aboriginal and Torres Strait Islander businesses.                                                                                                                              | August 2021, August 2022     | Head of Procurement                                                      |
|                                                                                                                               | Actively review the forward program of major projects (\$>50m) for opportunities to both shape the projects themselves or the benefits to Aboriginal and Torres Strait Islander businesses and communities, from those investments. | March 2022, March 2023       | General Manager Finance<br>Head of Major Projects<br>Head of Procurement |

<sup>1</sup> Sydney Water became a member of Supply Nation in 2020



## Governance

We will track our progress and regularly report on our actions, achievements and challenges to our employees and stakeholders.

| Action                                                                                                 | Deliverable                                                                                    | Timeline                       | Responsibility                    |
|--------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------|--------------------------------|-----------------------------------|
| <b>11. Establish and maintain an effective Reconciliation Committee to drive governance of the RAP</b> | Maintain Aboriginal and Torres Strait Islander representation on our Reconciliation Committee. | July 2022, July 2023           | Head of Diversity and Inclusion   |
|                                                                                                        | Establish and apply a Terms of Reference for the operation of the Reconciliation Committee.    | July 2021                      | Chair of Reconciliation Committee |
|                                                                                                        | Reconciliation Committee to meet six times per year to drive and monitor RAP implementation.   | Every two months 2021 - 2023   | Chair of Reconciliation Committee |
| <b>12. Provide appropriate support for effective implementation of RAP commitments</b>                 | Define resource needs for RAP implementation.                                                  | July 2021                      | Head of Diversity and Inclusion   |
|                                                                                                        | Engage our senior leaders and other staff in the delivery of RAP commitments.                  | August 2021, August 2022       | Chair of Reconciliation Committee |
|                                                                                                        | Define and maintain appropriate systems to track, measure and report on RAP commitments.       | September 2021, September 2022 | Head of Diversity and Inclusion   |
|                                                                                                        | Appoint and maintain an internal RAP Champion from senior management.                          | July 2021                      | Chair of Reconciliation Committee |



| Action                                                                                                                                       | Deliverable                                                                                                                                            | Timeline                             | Responsibility                         |
|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------------------------|
| <b>13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</b> | Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia.                                                       | 30 September 2021, 30 September 2022 | Head of Diversity and Inclusion        |
|                                                                                                                                              | Report RAP progress to all staff and senior leaders quarterly via our Diversity Index and employee communication channels.                             | From July 2021                       | Head of Diversity and Inclusion        |
|                                                                                                                                              | Publicly report our RAP achievements, challenges and learnings, annually through Sydney Water's website and annual report and other relevant channels. | December 2021, December 2022         | Head of Brand, Media and Communication |
|                                                                                                                                              | Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.                                                              | May 2022                             | Head of Diversity and Inclusion        |
| <b>14. Continue our reconciliation journey by developing our next RAP</b>                                                                    | Register via Reconciliation Australia's website to begin developing our next RAP.                                                                      | January 2023                         | Head of Diversity and Inclusion        |



## More information

We welcome feedback and enquiries about our RAP.

To get in touch contact:

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