



# Stretch Reconciliation Action Plan

October 2024 - October 2027



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# Opening statements

## Statement from Chief Executive of Reconciliation Australia



**Karen Mundine**  
Chief Executive, Reconciliation Australia

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

SA Water is the provider of safe and reliable water services to over 1.8 million people, across metropolitan and remote regional areas. As a government agency and landowner managing an essential and culturally significant resource, SA Water is well positioned to drive considerable action toward reconciliation by working alongside Aboriginal and Torres Strait Islander peoples and communities.

Indeed, SA Water has a strong track record for prioritising First Nations-determined water access and management by building strong engagement protocols with Aboriginal communities, businesses and staff into its previous RAP commitments. To ensure water infrastructure in remote Aboriginal communities meets the needs of the people it was designed to serve, SA Water has engaged thoughtfully with First Nations people on a number of past projects. This resulted in implementation of respectful practices while operating on Aboriginal land and the inclusion of community languages in project processes and documents. SA Water also conducted a review to better understand employment barriers and enablers for its Aboriginal staff. Integrating genuine and results-focused engagement with First Nations people, staff and communities has ensured SA Water's success in building two-way relationships that drive lasting reconciliation outcomes.

SA Water continues to prioritise First Nations perspectives in its renewed commitments to

reconciliation. Kauwi Miyurna, a network group for Aboriginal and Torres Strait Islander peoples working at SA Water, supported the RAP Project Team to ensure cultural knowledge was integrated into the development and the deliverables of this new RAP. SA Water is also working to develop two-way education programs that seek to better understand the cultural context of water in Aboriginal communities and provide tailored water literacy programs which build knowledge and value in SA Water's operations and sustainable water practices.

With First Nations practices and perspectives forming the foundation of its commitments to reconciliation, SA Water clearly seeks to eschew transactional relationships in favour of genuine and lasting partnerships. On behalf of Reconciliation Australia, I commend SA Water as it pursues meaningful ways to drive positive outcomes within its sphere of influence and look forward to following its ongoing reconciliation journey.

## Statement from our Chief Executive



**David Ryan**  
Chief Executive, SA Water

Following the completion of our 2020-23 Reconciliation Action Plan (RAP) and careful consideration of our journey so far, I am proud to release our third Stretch RAP.

Our relationship with Reconciliation Australia began in 2011 when we launched our Reflect RAP. As I look back on our accomplishments over the 13 years, I recognise the impact we can have on reconciliation as a government agency, water utility, employer and landowner. We recognise and respect the connection Aboriginal and Torres Strait Islander peoples have to the country and waters and seek to better understand how we can support economic equity and self-determination for Aboriginal and Torres Strait Islander peoples.

Along our reconciliation journey, we have prioritised embedding reconciliation into our long-term strategy enabling reconciliation to be standardised in our operations.

As part of the close out of our last RAP, we undertook a detailed review, including lessons learnt, which has led to the development of key result areas aligned to both Reconciliation Australia's framework of relationships, respect and opportunities, and our strategy. This ensures our RAP, and our reconciliation outcomes align in our sphere of influence. Our approach will enable us to further embed reconciliation into our business by providing a clear line of sight from our RAP to our vision and strategy.

Our RAP will be supported through an improved approach to our internal governance structure. This incorporates our newly formed Diversity, Equity and Inclusion Council and a refreshed approach to the RAP Working Group which will meet at different locations across the state. This will ensure our people are engaging with and listening to Aboriginal and Torres Strait Islander communities. An annual review of the RAP deliverables will be undertaken to understand the outcomes we have achieved and any changes to our external environment which may result in updates or improvements to our RAP.

SA Water plays an important role in supporting the delivery of outcomes in the South Australian Implementation Plan for the National Agreement on Closing the Gap. We will maintain our commitment to delivering the outcomes and targets through our existing relationships, with the Department of Environment and Water, amongst others.

I am continually inspired by our people. We understand our ability to have a positive impact and support Aboriginal and Torres Strait Islander peoples' social and economic participation, and we will continue to take meaningful action to advance reconciliation.

# Why we have a Reconciliation Action Plan

## Our vision for reconciliation

Our vision is for healthy communities, sustained by integrating local Aboriginal knowledge, culture and rights into our operational practices.

Our commitment to reconciliation is embedded in our corporate vision to deliver trusted water services for a sustainable and healthy South Australia. 'Reconciliation in action' and is included as a success measure in our Healthy Communities strategic area of focus. SA Water has several strategies that focus on diversity and inclusion, meaningful partnerships, economic outcomes and respectful engagement. These strategies ensure our priorities, including our RAP, are resourced and prioritised accordingly.

Our RAP brings to life our corporate strategies and demonstrates our commitment to reconciliation. It allows us to embed practical actions throughout our business and provides our people with the ability to collaborate in implementing our vision.

We recognise the history and value the knowledge, experience and contribution of the world's oldest living continuous culture, and the unique relationships Aboriginal and Torres Strait Islander people have with land and water. This knowledge is central to safeguarding cultural vitality and ensuring a long-term water future for our state.

Our reconciliation objectives and actions will be guided by Aboriginal and Torres Strait Islander voices and views through regular and respectful engagement. Our RAP actions will ensure Aboriginal and Torres Strait Islander knowledge, practices and values can be embedded in our processes and operations. This is our step towards cultural inclusion broadly within the organisation whilst creating more sustainable outcomes and healthier communities.

## United Nations Sustainable Development Goals and Global Compact

In 2019, we became a participant in the United Nations (UN) Global Compact and, in 2020, joined the Australian Water Industry's commitment to the UN Sustainable Development Goals. Through this action, we aligned our operations with 10 principles and 17 goals which are concerned with ending extreme poverty, fighting inequality and injustice, and protecting our environment.

This commitment informed the development of our strategy and supporting corporate strategies which have substantial reconciliation objectives.

As such, our RAP 2024-27 is working towards the following sustainable development goals:



## UN Declaration on the Rights of Indigenous Peoples

Our RAP supports the 4 key principles of the UN Declaration and enables us to play our part in recognising and protecting the unique and collective rights of Aboriginal and Torres Strait Islander peoples. These principles are:

- self-determination
- participation in decision-making
- respect for and protection of culture
- equality and non-discrimination.

## Introducing -

To celebrate the skills, experience and knowledge of SA Water's Aboriginal and Torres Strait Islander employees, we invited members of our Kauwi Miyurna network group to provide insights into their roles.

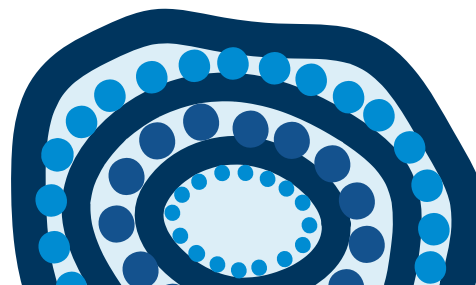
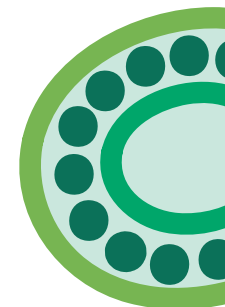
### **Our Aboriginal and Torres Strait Islander Network Group - Kauwi Miyurna**

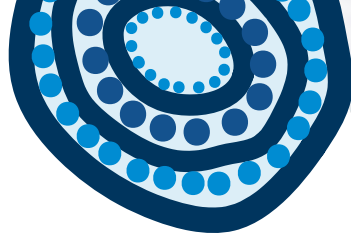
Kauwi Miyurna is a network group for Aboriginal and Torres Strait Islander peoples working at SA Water and within our major framework partners. This network provides opportunities to raise awareness within our business on matters relevant to Aboriginal and Torres Strait Islander employees across all areas of SA Water.

As an important internal network, its members share information, educate the broader organisation, and provide support to non-indigenous employees. The group is repositioning itself formally as a collective access point for SA Water where it can continue to share information related to Aboriginal and Torres Strait Islander peoples' cultures.

Kauwi Miyurna members worked with the RAP Project Team to develop this next Stretch RAP, ensuring cultural knowledge was prioritised in its development. This important inclusion has supported our non-indigenous colleagues by increasing their awareness and understanding of cultural input into business practice and operations.

Kauwi Miyurna aims to develop mentoring for leadership and to support our business in our commitment to employment and retention of Aboriginal and Torres Strait Islander peoples at SA Water.





## Our people

*Bree Ah Chee*

### Designer of the RAP 2024-27

I'm a proud Arrernte, Yankunytjatjara and Bundjalung woman. I'm connected to Central Australia, Arrernte, through my grandfather and connected to South Australia, Yankunytjatjara, through my grandmother on my father's side. I'm also connected to Bundjalung Country in far North-East New South Wales through my grandmother on my mother's side.

I've been working as a graphic designer at SA Water for the past 5 years, first coming in as an undergraduate whilst studying at the University of South Australia. I admire SA Water's focus on sustainability, always looking for new and innovative ways to do things and the genuine care for our people and customers.

As an Aboriginal person, it has been important for me to be able to have input into the development of the RAP. These plans are pivotal to hold ourselves accountable and ensure we are doing our part for Aboriginal and Torres Strait Islander communities and are actively working towards a reconciled Australia through providing opportunities and experiences where we can.





## Debi Palmer

### Aboriginal Employment and Retention Adviser

My family descend from Ngarrindjeri mob from Raukkan in the Coorong in South Australia. I grew up in Whyalla, Barngala Country, and spent most of my adult life there until moving to Brisbane, Queensland in 1997.

My career from Whyalla, where I was a nurse assistant for 10 years, took a sea change when I moved to Brisbane and decided to take a year off and study a Diploma of Business. From there, my journey took me into the university sector where I started working in the Oodgeroo Unit at the Queensland University of Technology. My manager was supportive of my career and suggested I study. I asked 'why?' and she said because I could; so, I endeavoured to undertake a Bachelor of Business degree majoring in management and after five and a half long years, I graduated.

My passion is employment and education for Aboriginal and Torres Strait Islander peoples, including recruitment, career development, retention and developing pathways to increase employment across the sectors.

Why did I choose to work for SA Water? I recognised the opportunity to combine my strong commitment to working in the area of Aboriginal and Torres Strait Islander employment and my extensive experience gained throughout my long career. I joined SA Water in June 2024, and I am excited to develop and implement an Aboriginal and Torres Strait Islander Employment and Retention Plan that aligns with Kauwi Miyurna (our Aboriginal and Torres Strait Islander network group) feedback and builds a workforce that delivers parity across SA Water. This will include developing and retaining strong Aboriginal and Torres Strait Islander leaders into the future to serve the Aboriginal and Torres Strait Islander communities and customers we serve.

My career highlights include working in remote communities across the Northern Territory and working with local Aboriginal and Torres Strait Islander peoples to provide employment and training opportunities while building community stores across the state.



## Ellie Ridgway

### Senior Stakeholder Engagement Adviser

My cultural learning journey has been extensive, as I've learnt that my family records were not always accessible or maintained. I knew my dad was born and raised in Broken Hill on the lands of Wilyakali people, but still had a lot of questions to fully embrace my heritage, and make sure my own children knew where they came from.

With the encouragement of some of my Kauwi Miyurna colleagues at SA Water, I was able to trace my family back to my great-great-grandmother, who was born in Kingston, Victoria but raised by a Welsh immigrant family in Maldon (Victoria). She eventually established her own life within the lands of Barkindji river people around Wilcannia, and knowing this information has truly helped me understand where I come from.

I have been with SA Water since 2017, beginning in our Customer Advocacy team before moving to our Stakeholder Engagement team. My day-to-day work is constantly changing, as I look to provide ongoing community engagement support for many of our capital delivery projects, and was the engagement lead for the 2022-23 River Murray flooding event.

While this was a highlight of my career, this is closely followed with being able to represent SA Water at the Kulilaya Festival at Umuwa, celebrating the 40th anniversary of the historic Anangu Pitjantjatjara Yankunytjatjara (APY) Land Rights Act. Travelling to the APY Lands gave me a massive insight to the efforts and ongoing commitment we have to providing people all across the state with water services, while being the driest state on the world's driest inhabited continent. I am looking forward to this next chapter of our reconciliation journey and am proud to be a part of it.



## Nellie Hirschhausen

### Aboriginal Engagement Lead

SA Water has been an endless source of learning for me, since coming on board in February 2023. I am the Aboriginal Engagement Lead, and the purpose of my role is to lead the development and implementation of culturally appropriate engagement with Aboriginal leaders and communities that builds meaningful and mutually beneficial relationships, supports greater understanding, connection and opportunities across our services and reconciliation outcomes.

I am fortunate to be a descendant of the Kurna, Kokatha, Mirning and Narungga peoples of South Australia. I was born and raised in Port Lincoln, on Barngarla Country.

With engagement being a broad spectrum of activity, the role presents me with multiple opportunities to work alongside my colleagues. I've assisted in heritage matters, Art on Infrastructure projects and some minor works projects. I've created opportunities that link SA Water projects with community - we have engaged with Aboriginal businesses, Prescribed Body Corporates and individual vendors on projects which have resulted in positive outcomes for Aboriginal peoples and communities.

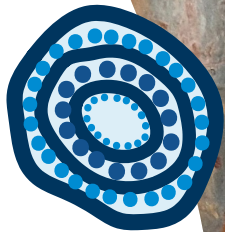


*Mark Austin*

**Field Technician**

I have been employed with SA Water for the last 4 years, based in Leigh Creek in the far north. I am an Adnyamathanha man from the Northern Flinders Ranges and have strong connection to my Country, of which I am very proud. My mother was a proud Elder from the Flinders Ranges area and she was held in high regard with all families across the region. She shared her stories growing up in the Flinders Ranges which are now featured in a language book published a couple of years ago. My father is a Antakirinja man from the Coober Pedy area. He left school at an early age and worked on pastoral stations in the far north and became a well-known rodeo rider who rode the famous Curio at Marrabel and Hawker in the late 1950s.

Since I started working for SA Water, I have been involved in a few major projects in the region and always inform the local Aboriginal groups of the work being undertaken. I've also informed SA Water of any areas that may need further investigation regarding Aboriginal sites, enabling me to become a trusted member in my community.



## Kenny Wright

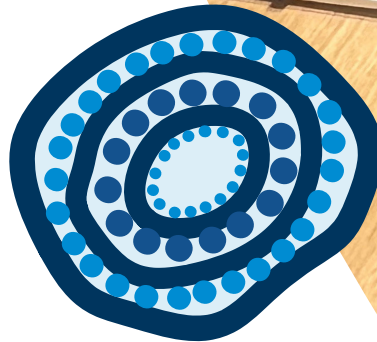
### Regional Aboriginal Employment and Retention Adviser

I'm a proud Ngarrindjeri Korni (man) who grew up on Erawirung Country in the Riverland. My strong connection to my heritage and community has deeply influenced my personal and professional journey and defines who I am today.

I'm passionate about advocating for Aboriginal and Torres Strait Islander employment and retention and am excited to join my colleague, Deb Palmer, as part of the Diversity, Equity, and Inclusion team. Together, we aim to make a significant impact as a dynamic and dedicated 'deadly team.'

With 16 years of experience at SA Water in various roles such as a Welder, Commercial Diver/Supervisor, Lock Attendant, and now the organisation's Regional Aboriginal Employment and Retention Adviser, I am committed to being transparent about my experiences in this field. My enthusiasm for this work is driven by my desire to bridge gaps, remove barriers, share cultural knowledge and ensure that Aboriginal and Torres Strait Islander voices are heard and respected in the workplace.

My goal is to help our Kauwi Miyurna members and SA Water reach their fullest potential by fostering a sense of belonging for everyone. After all, teamwork makes the dream work, right?



## Our business

We are South Australia's largest water industry entity with a responsibility to provide safe and reliable water and wastewater services to more than 1.8 million people across the state. We are a statutory corporation wholly owned by the Government of South Australia and manage approximately \$14 billion worth of assets.

Our operational area extends across geographically and climatically diverse locations across South Australia ranging from the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands in the north west to Berrin (Mount Gambier) in the southeast. Across this landscape, our services extend to Aboriginal Lands Trust communities, homelands and Aboriginal customers in both metropolitan and regional townships. Our Remote Communities team manage and supply safe drinking water and wastewater systems to 22 remote and Aboriginal communities located across South Australia; 16 of these are in remote areas and 6 are in southern regional areas. We supply more than one million litres of water each day to a mobile population base of over 2,500 people, and work with local communities to identify wastewater reuse opportunities.

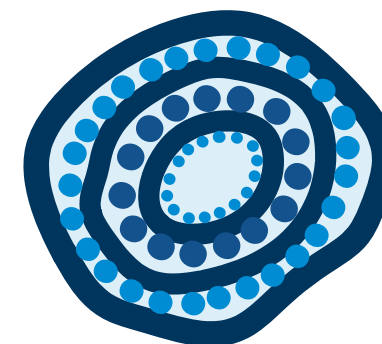
The earliest form of our organisation was established in 1856 and has expanded to the maintenance and operation of 10 major metropolitan reservoirs, the longest water supply mains network in Australia of more than 27,000 km, approximately 9,000 km of sewerage mains and the longest recycled water network in the country of more than 440 km. Our head office is located in Tarntanyangga (Victoria Square) in Tarntanya (Adelaide), and we have 4 major regional offices, 57 depots and 12 workshops across the state.

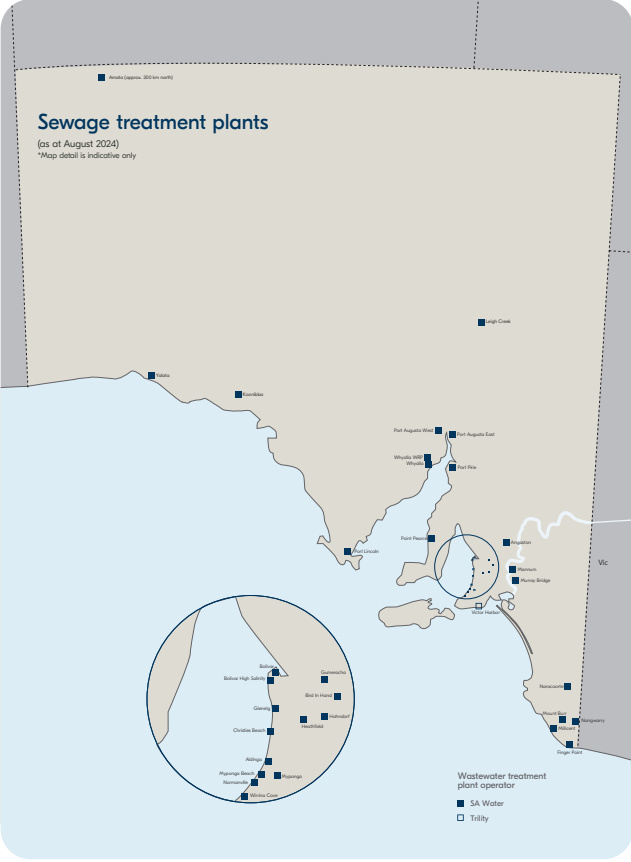
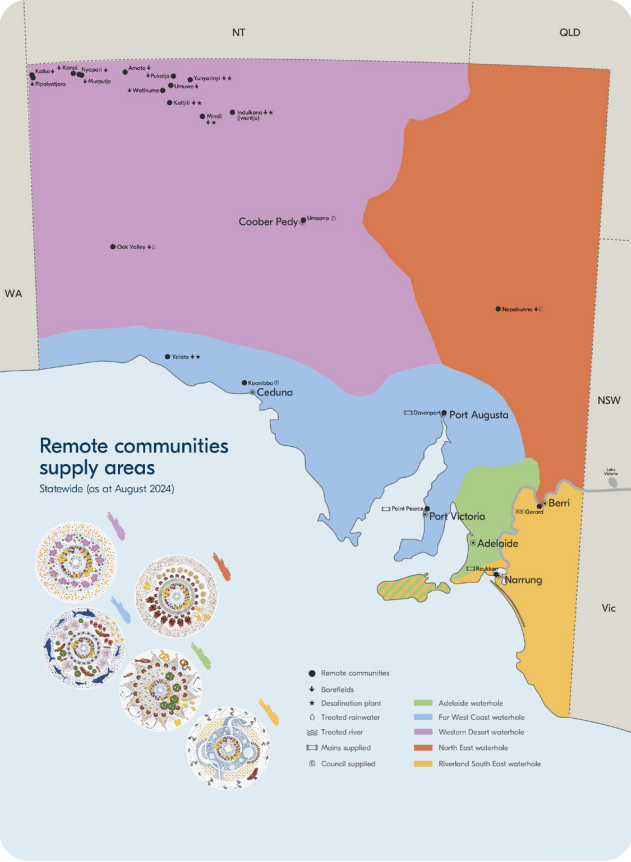
We directly employ more than 1,500 people, including 31 (1.8%) Aboriginal and Torres Strait Islander employees. We are working to increase the employment opportunities for Aboriginal and Torres Strait Islander peoples, demonstrated through our Inclusive Workforce key result area. We strive to create a workplace which is welcoming, culturally safe and enables career growth. We will update our Aboriginal and Torres Strait Islander employment and retention plan following consultation with our Aboriginal and Torres Strait Islander employees and establish a dedicated Aboriginal and Torres Strait Islander talent and succession process.

Additionally, we continue to influence economic benefit and self-determination through increasing our spend with Aboriginal and Torres Strait Islander businesses. We train our Supply Chain teams and Accredited Officers to engage our Aboriginal and Torres Strait Islander supply base, and during our last RAP we spent more than \$20 million with Aboriginal and Torres Strait Islander suppliers both through direct spend and leveraging our spend through our contractors and partners.

As a statutory corporation, we report to an independent Board and balance the delivery of services in a competitive market with our responsibility to provide a financial return to government.

We strive to provide tangible and substantive benefits for Aboriginal and Torres Strait Islander peoples through the delivery of our RAP.





# What reconciliation looks like for us

## Our reconciliation journey

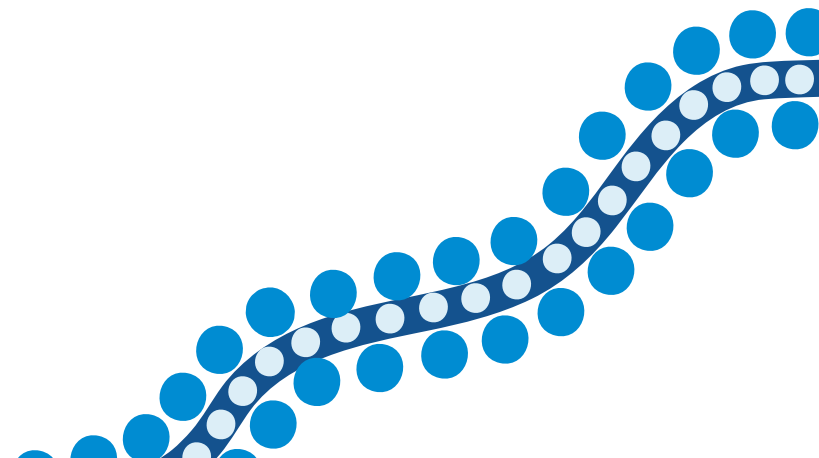
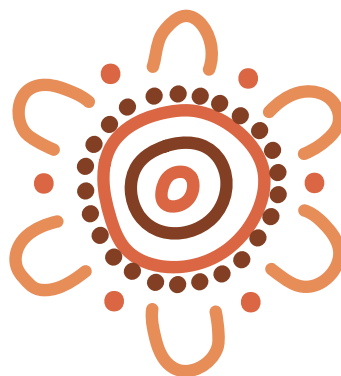
We began our reconciliation journey in 2009 by establishing a formal agreement with the Traditional Owners at Lake Victoria to effectively manage cultural heritage. In 2011, we began our relationship with Reconciliation Australia and produced our Reflect RAP, establishing a framework to deliver reconciliation initiatives including cultural learning, supplier diversity in procurement, heritage protection and employment outcomes for Aboriginal and Torres Strait Islander peoples. Fifteen years on, we want to ensure we deliver sustainable impact through our sphere of influence with our third Stretch RAP. We have built reconciliation into our long-term strategies and will continue to embed reconciliation into our business. We are proud to embrace a mindset of continual learning and our values will support our people to understand our role in delivering reconciliation outcomes.

## Key challenges we experienced in the delivery of our RAP 2020-23:

- Achievement of several of our deliverables was impacted by employee turnover.
- Ability to measure impact was impeded by low integration of our RAP into our strategic framework.
- Fluctuating retention of Aboriginal and Torres Strait Islander employees, caused in part by changes in the labour market, signalled further work we must do to provide a consistently culturally safe workplace.
- Our ability to travel into remote communities to maintain relationships, deliver infrastructure and hold supplier forums was impacted by the COVID-19 pandemic.

## Lessons learnt and applied in the development of this RAP include:

- Our RAP should not be viewed as a stand-alone activity but rather, tangibly linked to delivering our strategy. Our focus needs to be on deliverables that drive outcomes within our sphere of influence and are part of our strategy. The integrated approach to developing this RAP is on page 27.
- The governance model should be improved to move away from transactional reporting to enable collaboration, provide the opportunity to explore reconciliation in action and act when changes are required. Our new governance model is on page 31.
- Our Aboriginal and Torres Strait Islander employees' experiences need to inform the actions we take to improve the cultural safety of our workforce. Our Inclusive workforce key result area objectives are on page 28.





# Everything we've achieved

## Our Reconciliation Action Plan 2020-23

### Procuring from Aboriginal and Torres Strait Islander businesses

More than **\$20.8 million** spend with Aboriginal businesses since 2019/20, comprising a direct spend of **\$3.3 million** and indirect spend of **\$17.5 million**.



### Formally recognising our achievements in reconciliation

**Nominations for SA Water's Innovation & Excellence awards:**

2 nominations in 2021 with one, "Cultural Connection and Collaboration Guides Southeast Perscribed Burn", winning the award

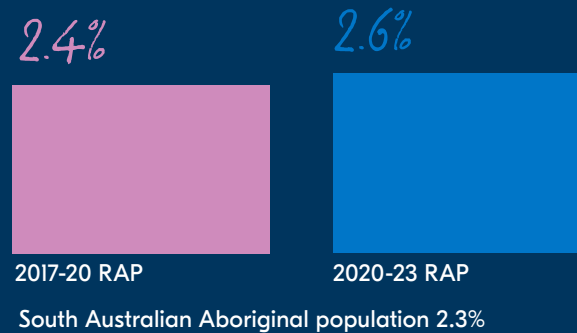
6 nominations in 2022

A 200% increase.



### Developing our Aboriginal people

Annual average percentage of staff who are Aboriginal

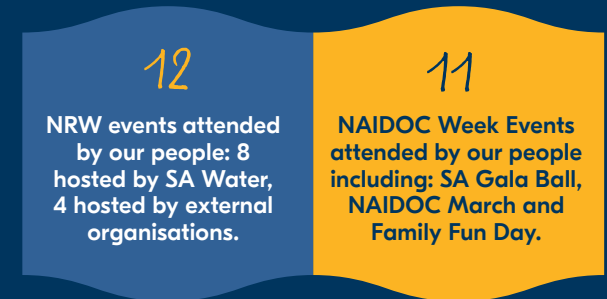


### Ensuring safe and reliable water and wastewater services and healthy communities

7 major water and wastewater upgrade projects completed in remote communities

7 upgrades in the planning phase

### Promoting the importance of NRW and NAIDOC Week



### Supporting Aboriginal communities and celebrating Aboriginal culture

7 community art installations complete (6 on our infrastructure)

Pirku-Itya community partnerships:

7 in 2020-21  
3 in 2021-22  
6 in 2022-23

## Case studies

Since the conclusion of our 2020-23 RAP, we have continued to deliver reconciliation outcomes. The following case studies, aligned to our key result areas, are examples of our ongoing commitment.

### Key result area: Thriving Aboriginal customers and community

#### Wastewater infrastructure upgrades in Pipalyatjara

With increasing demand for housing in Pipalyatjara in the Anangu Pitjantjatjara Yankunytjatjara (APY) Lands, further strain was put on the existing wastewater network which required an improvement in environmental performance to minimise the risk of overflows. As a result, a \$770,000 project was undertaken to construct a new 1.5 km sewer main and new sewer pump station to double the inflow capacity. This included an improved remote monitoring system to enable quicker response times should any incidents occur.

Improving the wastewater system was an essential investment to protect the health of the community and the local environment. Ahead of the work being undertaken, our Remote Communities Team undertook early engagement with the local community to ensure the infrastructure was suitable for the area and met the needs of the people it serves.



## Clontarf Partnership

The Clontarf Foundation is focused on improving the education, self-esteem, life skills and employment prospects of young Aboriginal and Torres Strait Islander men.

Sport and a myriad of engagement activities are used to attract the young men to attend school, stay at school and transition to the workforce or further study.

The Clontarf Foundation establishes full time academies within existing schools. Clontarf's programs focus on the holistic development of the young men they work with and assists them to fulfill their potential and ultimately prepare them for the challenges of entering the workforce.

Our partnership with the Clontarf Foundation is built on a shared belief in the value of long-term investment in delivering benefits for individual students and the local and broader community. As part of our relationship, two of our Northern District Leaders and our Northern Field Operations Regional Manager laced up their boots and hit the oval at the Clontarf Foundation's Footy Carnival held in May 2024 in Port Augusta.

A highlight of the day was seeing how inclusive the event was - regardless of their football talent, everyone was encouraged to participate.



## Key result area: Inclusive workforce

### Aboriginal and Torres Strait Islander workforce report

To understand the fluctuation in our Aboriginal and Torres Strait Islander workforce, and to enable our objective of 3 per cent representation, we engaged MTL Consulting Services, an 100 per cent Aboriginal owned business, to facilitate a review with SA Water staff and managers. Through this review, we listened to our Aboriginal and Torres Strait Islander staff on topics such as employment barriers, the significance of cultural dates and how to increase cultural awareness and competency within our business. This review has guided the development of our new Aboriginal and Torres Strait Islander Employment and Retention Plan.

Focus points (of the plan) include employment, career development, cultural safety and retention. In response to the review, 2 Aboriginal and Torres Strait Islander Employment and Retention Advisers were employed with a key focus on expanding employment opportunities and developing employment pathways in our regions and remote communities. This work is critical to ensure we create an inclusive, culturally safe environment and build a diverse workforce that reflects the communities we service and provides a culture where Aboriginal and Torres Strait Islander peoples feel valued, supported, and respected.



## Key result area: Lasting and respectful relationships

### Culturally respectful engagement in the APY Lands

In April 2024, we participated in the Supply to Government Panel hosted by the Office of Industry Advocate which showcased projects delivered in the Anangu Pitjantjatjara Yankunytjatjara (APY) lands and other remote South Australian communities. The event showcased the successful delivery of a water supply project after culturally respectful engagement between SA Water, Fusco Constructions, the Regional Anangu Services Aboriginal Corporation (RASAC) and the Anangu people which led to development and employment opportunities for people living in the APY Lands' communities.

A key outcome was understanding that English is predominantly either the third or fourth language spoken by the Anangu people, therefore early engagement with RASAC enabled the community to accommodate barriers such as different education levels and work experience. The early engagement facilitated discussions and understanding on the needs of the Anangu community including personal leave and cultural business needs. Fusco Constructions adapted documentation and processes for their operations, including introducing pre-start meetings and the use of pictures and diagrams as aids, for example, of the correct protective personal equipment for each job. The opportunity for Anangu employment and development created a sense of achievement and pride amongst the community.





## Key result area: Engaged community

### Art on Infrastructure Program

The Art on Infrastructure program has seen our network of water towers, tanks, pump stations and pipelines become canvases for artworks celebrating the significance of water to South Australia and the local community, and showcasing local history, the environment and connection to Aboriginal culture.

Two projects from the program are highlighted below.

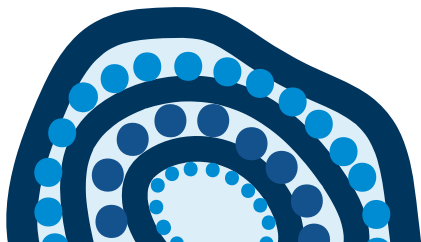
### Minlacowie water tank

The mural celebrates the Traditional Owners of the region, the Narungga people of the Yorke Peninsula, and seeks to recognise their knowledge, experience and contribution to the region. It displays 4 Narungga totems - the shark, eagle, kangaroo and emu. The project was led by renowned artist Mike Makatron who mentored a number of emerging artists including Aboriginal artist Harley Hall. Development of the mural concept involved Harley speaking with his Narungga Elders, using resources from the Narungga Aboriginal Progress Association and seeking approval from the Yorke Peninsula Art and Cultural Facilitator and Narungga Elder Sonya Rankine.



### Wool Bay water tank

Following a collaboration between Sam Brooks and Aboriginal artist Harley Hall (involved with the Minlacowie water tank artwork), the Wool Bay water tank and nearby shed were transformed with a mural showcasing the history of the area. Featuring Aboriginal artwork representing the Narungga people of the area, it also displays elements specific to the region including local plants, animals and culturally significant artefacts and symbols. The design process involved working alongside various cultural groups, Aboriginal Elders, Narungga Nations and Yorke Peninsula local committees. The artwork was recognised with the 2023 Best Rural Art award at the Australian Street Art Awards.



### Pirku-itya Partnership Program

Our Pirku-itya (a Kurna word meaning ‘for community’) Partnerships Program supports grassroots community events and projects run by not-for-profit organisations that contribute to reconciliation in South Australia.

Eligibility is focused on supporting stronger communities through reconciliation-based activities which have a clear link to water use and our vision of delivering trusted water services for a sustainable and healthy South Australia. Projects must promote the health and wellbeing of active, thriving communities through a cooler or greener environment, or showcase proactive environmental leadership. It is an important program through which we build meaningful connections with communities across South Australia.

This program runs annually and is available for organisations to apply for up to \$10,000 per partnership. Our 2024 program was launched in May, coinciding with National Reconciliation Week.

Past successful applicants have included:

**Adelaide Contemporary Experimental (ACE) partnering with the Biennale of Sydney to present ‘A river that flows both ways’.**

As part of a broad exhibition, ACE created a film that ‘gives voice’ to the Coorong, Lower Lakes and Murray Mouth to become part of the collective river voices and a symposium on water and its cultural significance to South Australian Aboriginal communities.

Dedicated to nature and water-based ecologies, it tackles many timely environmental themes including climate change and the effect of colonisation on Aboriginal and Torres Strait Islander peoples custodianship of ecosystems.

ACE engaged South Australian Aboriginal curator, Ngarrindjeri and Kurna man Dominic Guerrera, in the role of Curatorial Liaison to provide a local Aboriginal perspective. Dominic provided cultural knowledge for the 4 international artists who wanted to adapt their work for the local context.





### Australian Science and Mathematics School (ASMS)

At the rear of the ASMS there is an area containing a remnant patch of Grey Box Grassy Woodland which was saved from development by Flinders University many years ago. The students of ASMS, through the Pirku-itya Partnerships Program, successfully revegetated an original patch of the native area. Additionally, with the assistance of local Aboriginal artist Elizabeth Close, a mural was completed on a public walkway that can be seen from the school.

The project gave students the chance to focus on the need for developing a deep understanding of the cultural significance of the region in which they live and study. A focus on an appropriate renewal of original woodland reinforces the value of Country and ecology to the Kaurna people.





### Aboriginal Sobriety Group (ASG) - Glossop

ASG Riverland administers a range of services to provide a complete social and emotional wellbeing pathway for people in the community.

The long-term vision is to revitalise the Cultural Centre at Glossop and ensure its sustainability into the future. Programs delivered include employment programs, education, cultural connections, a working café, and a community garden.

“The partnership with SA Water has enabled us to install a sustainable garden, a worm farm, rainwater tanks and compost bin,” explained ASG Manager Don Scordo.

“Climate change poses real threats to indigenous flora and fauna, much of which is already under threat from urbanisation and modern agricultural practices. It is more important than ever that we do our bit to protect habitats.

“By using indigenous plants in our garden, we can create havens for plants, insects, lizards, possums, butterflies and birds, thus enhancing local biodiversity. This partnership has made a positive difference to our organisation and our community members by creating a culturally safe space to learn and engage in sustainable gardens that in turn can be taken home and duplicated.”

The garden space includes native plants used by Aboriginal communities along the River Murray for food, fibre and medicine, including local varieties and Aboriginal artwork beautifying the space and represents the River Murray.



# Developing our RAP 2024-27

Reconciliation is an integral part of our strategy and we understand the role we can play in delivering reconciliation outcomes.

A RAP Project Team was established, and a project plan created and endorsed. This RAP was developed over 4 phases, as is shown in Figure 1.

Throughout these phases, we were guided by 5 fundamental principles:

1. Ensure all engagement is meaningful, genuine and is carried out regularly throughout the development period.
2. Design SMART RAP deliverables which deliver social impact.
3. Deliverables are aligned to our corporate strategies and objectives to unify the vision throughout the corporation and further embed them as business as usual.
4. Embed good practice and lessons learnt through consultation with other companies in the RAP community.
5. Design a RAP governance model which has both a reporting and strategic view on how we deliver reconciliation.

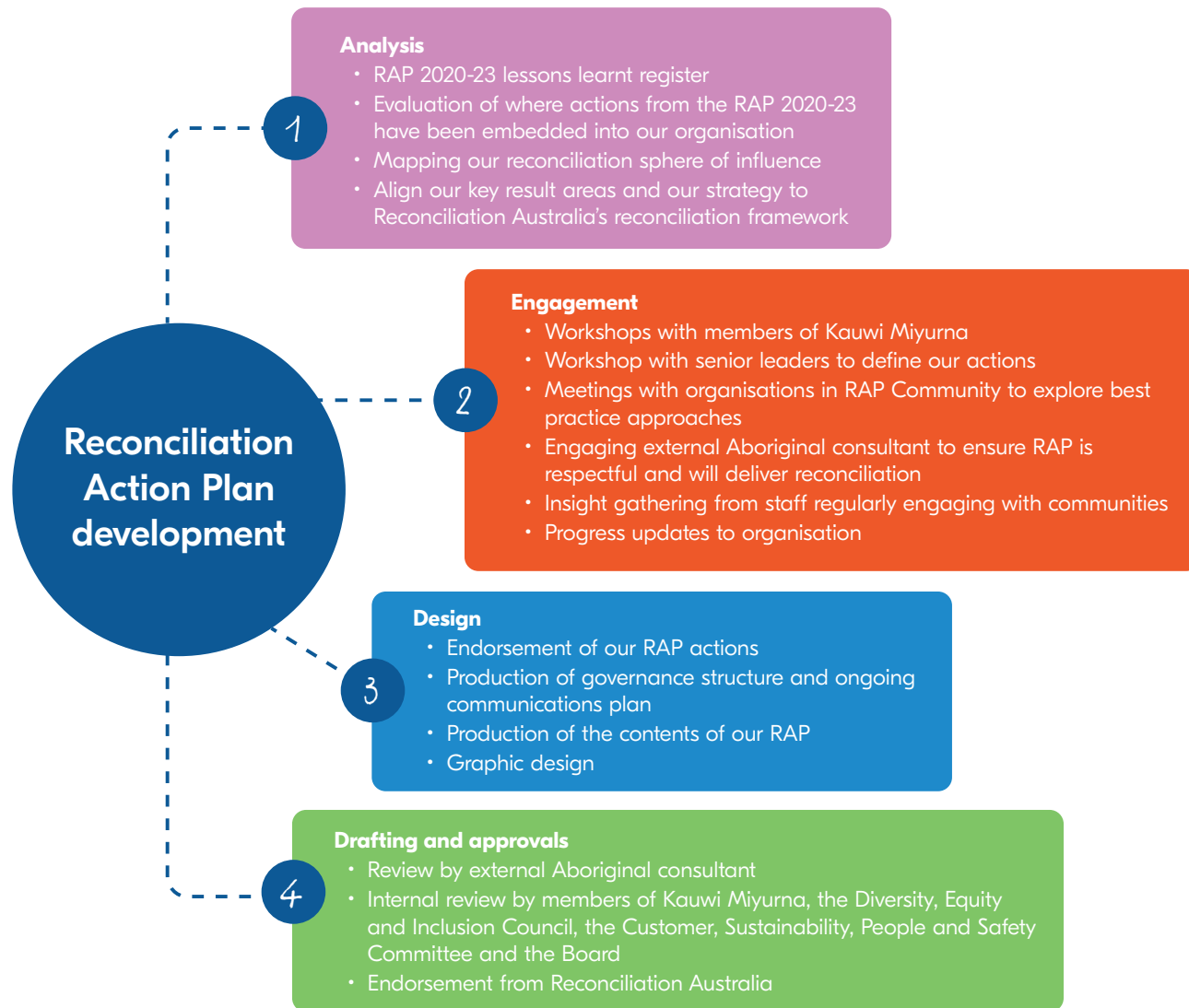


Figure 1: Phases of our Reconciliation Action Plan development

# Our key result areas

At the conclusion of our 2020-23 RAP, the RAP Committee established a set of key result areas which would inform the development and delivery of this RAP.

This was to ensure we operated coherently through a shared vision and designed the Plan to deliver social impact within our sphere of influence.

Our key result areas have clear success statements which are both aspirational and underpinned by objectives which will be tracked by our RAP Working Group. As part of our annual review, we will assess our deliverables and measure our success to ensure we continue to deliver reconciliation outcomes.

We have made the key result areas the focus of our RAP deliverables to ensure our RAP is specific to our organisation and aligned with the delivery of our strategy and supporting corporate strategies.

We recognise Reconciliation Australia's framework as a bedrock to delivering reconciliation and we have mapped the framework to our actions to demonstrate clear alignment.

The key result areas are outlined in Figure 2.

## Thriving Aboriginal customers and community

**Success is:** prospering Aboriginal customers and community achieved through influencing legislation and delivering education and economic outcomes.

- Provide meaningful support for local Aboriginal communities in hardship.
- Increase supplier diversity, partnerships and spend with Aboriginal and Torres Strait Islander businesses to support economic equity.
- Deliver water education in local Aboriginal communities in the regions we operate.
- Provide safe and reliable drinking and wastewater services for remote communities.

## Inclusive workforce

**Success is:** a culturally safe and respectful environment which observes cultural knowledge protocols to increase diversity of our workforce at all levels.

- Increase Aboriginal and Torres Strait Islander representation in our workforce.
- Build a culturally safe and inclusive workplace.
- Build knowledge of cultural protocols and historical acceptance.

## Lasting and respectful relationships

**Success is:** our services are delivered through early and respectful engagement which builds lasting relationships and acknowledges the cultural heritage of Traditional Owners and Aboriginal communities.

- Build enduring and trusted relationships with local Aboriginal communities and Traditional Owners in the regions we operate.
- Adhere to heritage protection and cultural practice.
- Understand and acknowledge cultural knowledge sharing and recognition at our sites.

## Engaged community

**Success is:** our partnerships and practices enable application and increased appreciation of Aboriginal and Torres Strait Islander culture, knowledge and skills in the South Australian community.

- Increase public visibility of Aboriginal and Torres Strait Islander culture and heritage.
- Increase access to our land holdings for cultural, social and economic purposes.

Figure 2: Reconciliation Action Plan key result areas



# How we will make a difference

Our RAP is approved by our Board and endorsed by our Executive Team. Executive sponsorship of our RAP sits within our Science and Strategy business group, led by our General Manager Science and Strategy. The coordination of our RAP is the responsibility of our Sustainability Manager. All areas across the business are responsible for implementing their specific RAP actions.

To ensure accountability in delivering our RAP and strategic alignment, our governance structure includes a four-tiered approach:

- 1. Board and Executive Team:** Approve / endorse the RAP and receive progress reports.
- 2. DEI Council and the CSPS (Board) sub-committee:** Review RAP Working Group progress and decisions, encourage business wide participation, remove any barriers to success and ensure the RAP continues to be aligned with SA Water's strategic direction.

The DEI Council will endorse the RAP Working Group reports for submission to the Executive Team and CSPS committee. The chair of the CSPS committee will update the Board on progress of the RAP.

**3. RAP Working Group:** Deliver the RAP outcomes and test if they are delivering an impact. This will include holding the Working Group meetings at different regional sites, engaging local organisations and community members, sharing knowledge and identifying areas for collaboration, and be a source of inspiration in delivering reconciliation.

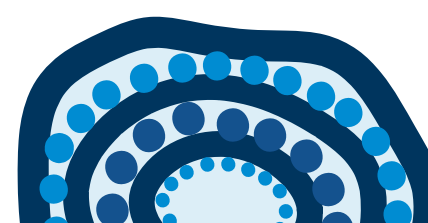
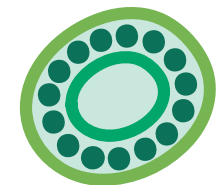
The Working Group consists of the following membership:

- General Manager Science and Strategy (co-chair and Executive Sponsor)
- Kauwi Miyurna member (co-chair)
- 5 Senior Managers from across our business who have accountability for RAP actions
- 2 members of Kauwi Miyurna
- Reconciliation Coordinator

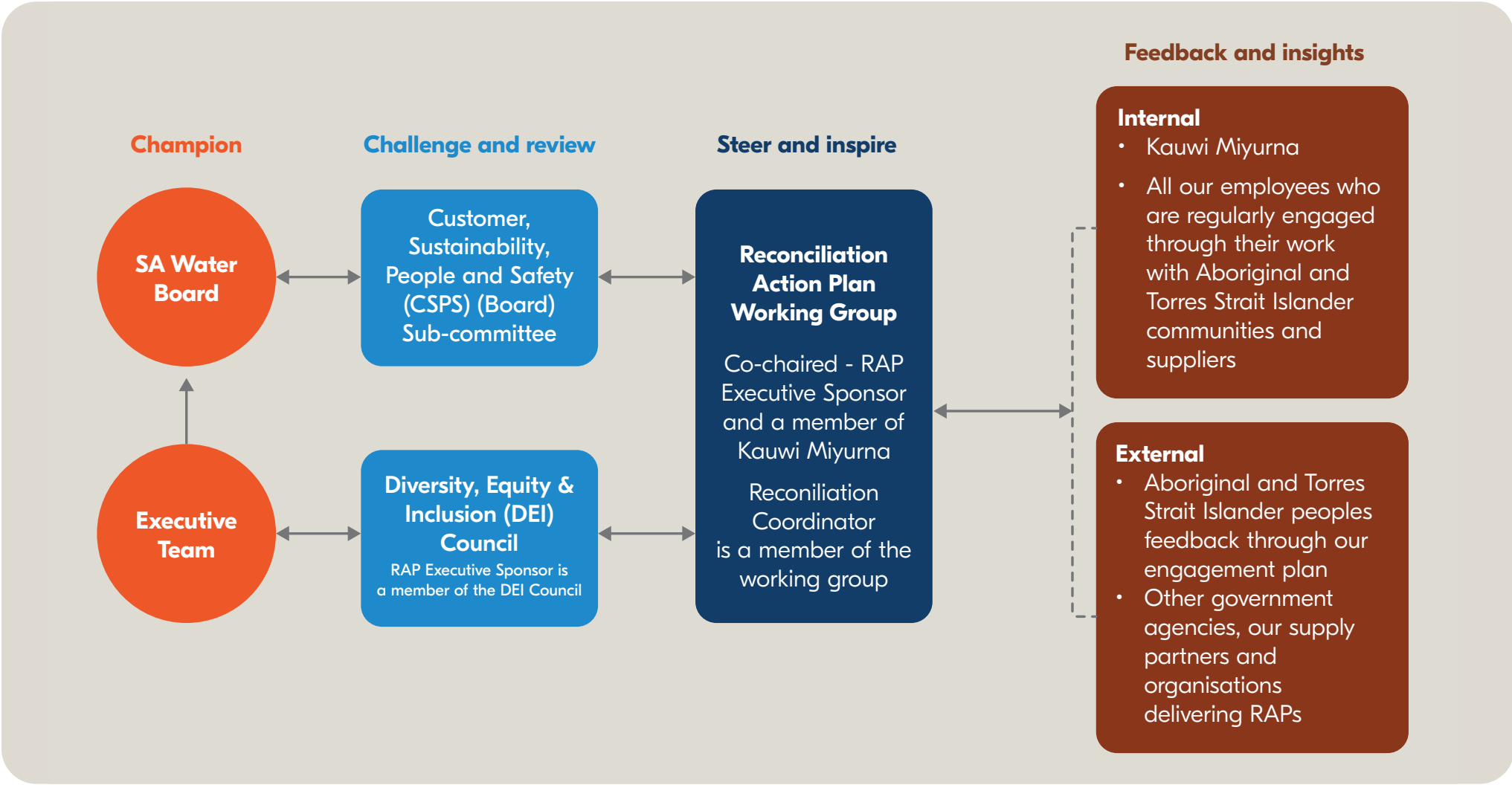
The RAP coordinator is responsible for tracking the progress of our RAP actions, the RAP budget, ensuring transparency and communication of success stories and lessons learnt and producing internal and external reports.

The co-chairs of the RAP Working Group will report progress and make recommendations to the DEI Council following each quarterly meeting.

**4. Internal and external stakeholders:** Provide feedback and insights which are integral to continuous improvement and ensure we realise collaboration opportunities.



Governance structure



# SMART actions and deliverables

## Key result area: Thriving Aboriginal customers and community

**Success is:** prospering Aboriginal customers and community achieved through influencing legislation and delivering education and economic outcomes.

**Link to strategy:** Customer and Community Corporate Strategy

We will partner for meaningful outcomes in reconciliation and enable healthy and liveable communities.

### Our goals are

- To improve liveability by strengthening our relationships across government, local councils, landscape boards and community **(RAP Action #2)**.
- Build stronger relationships with Aboriginal customers and communities to enable more successful delivery of our RAP **(RAP Action #2, 3, 4)**.
- Work towards becoming a reconciliation leader in the South Australian community **(RAP Action #1, 6, 7, 8, 9, 10)**.

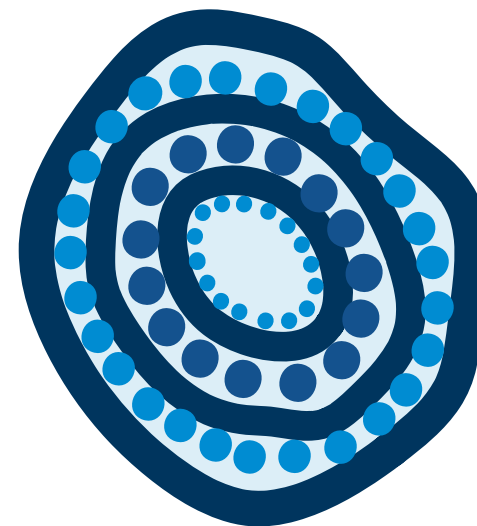
- For our customers and communities to feel connected to us, and to maintain and build customer trust in our service delivery and stakeholder engagement. To achieve this, we will offer more education, knowledge sharing and expertise to customers and communities **(RAP Action #5)**.
- For our services to make customers lives better and easier. We will work towards enabling more remote communities to receive access to clean, safe drinking water **(RAP Action #1, 2, 4)**.

**Link to strategy:** Environment Corporate Strategy

We will increase connection and application of Aboriginal culture through extending our understanding and integration of Aboriginal knowledge and practice in the shared use and management of land and waters.

### Our goals are

- Learn the traditional ways to care for the environment to improve spiritual, cultural, environmental, social and economic conditions **(RAP Action #5)**.
- To develop a deep understanding and form a position on how cultural flows feature in our water services **(RAP Action #5)**.





#	SA Water Corporate Strategy	RA Pillar	KRA Objectives	Deliverable (M = Mandatory Action prescribed by Reconciliation Australia)	Timeline	Responsibility
1	Customer and Community	Opportunities	Provide safe and reliable drinking and wastewater services for remote communities	Influence national direction to bridge the gaps in policy, water infrastructure planning, design, construction and operations in Aboriginal and Torres Strait Islander communities through participation in the Water Services Association of Australia (WSAA) Clean Water and Sanitation Network Group.	Commencing October 2024 (ongoing)	General Manager, Science and Strategy
2	Customer and Community	Opportunities	Provide safe and reliable drinking and wastewater services for remote communities	Ensure SA Water plays an active role in delivering outcome 9, Target 9b (*) from the South Australian Implementation Plan for the national agreement on Closing the Gap.  (*by 2031, all Aboriginal households within Aboriginal communities receive essential services that meet or exceed the relevant jurisdictional standard (this includes water and wastewater services).	Commencing November 2025 (ongoing)	Senior Manager, Strategy and Sustainability
3	Customer and Community	Opportunities	Provide safe and reliable drinking and wastewater services for remote communities	Conduct a water security risk assessment of the Aboriginal and Torres Strait Islander communities we service through our Remote Communities team and utilise it for prioritisation of future investments.	June 2025	Senior Manager, Water Futures and Security
4	Customer and Community	Opportunities	Provide safe and reliable drinking and wastewater services for remote communities	Maintain and upgrade water and wastewater infrastructure in Aboriginal communities through our remote communities' program.  <b>4.1 Wastewater Infrastructure</b> Yalata – Wastewater and sewer pump station upgrade. Mimili, Amata and Pukatja – Wastewater treatment and disposal upgrade.  <b>4.2 Water Infrastructure</b> Yalata – Search and drill additional bores. Mimili, Fregon and Amata – Backup power generator upgrade.  <b>4.3 Water and wastewater SCADA upgrade</b> Deliver initial architecture and design to integrate remote communities' infrastructure into SCADA network.	4.1, 4.2 June 2025  [update projects annually]  4.3 – June 2025	Senior Manager, Production and Treatment

#	SA Water Corporate Strategy	RA Pillar	KRA Objectives	Deliverable (M = Mandatory Action prescribed by Reconciliation Australia)	Timeline	Responsibility
5	Customer and Community Environment	Relationships	Deliver water education in Aboriginal communities	Engage with local Aboriginal schools and communities (where we have operating infrastructure) to enable two-way education programs - understand the cultural context of water in the community and then provide tailored water literacy programs which build knowledge and value in SA Water's operations and sustainable water practices within the community.  5.1 Roll out across the APY lands.  5.2 Develop a program and roll out to far west communities.	5.1 June 2025, 2026, 2027  5.2 September 2026	Senior Manager, Brand, Communications and Media
6	Customer and Community	Relationships	Provide meaningful support for Aboriginal communities in hardship	Introduce a unique incentivisation program to provide support for Aboriginal communities in hardship. This aims to achieve <b>15 per cent reduction</b> in long term outstanding debt by 2027.	December 2024	Senior Manager, Customer Care Centre and Service Continuity
7	Customer and Community	Opportunities	Increase supplier diversity, partnerships and spend with Aboriginal and Torres Strait Islander businesses to support economic equity	Continue to leverage our Procurement influence (direct and through our contractors and partners) to achieve a <b>0.1 per cent</b> increase of spend each year with Aboriginal and Torres Strait Islander businesses to achieve <b>1.4 per cent by 2027</b> .  (M #9)	July 2025 [annually]	Senior Manager, Supply Chain

#	SA Water Corporate Strategy	RA Pillar	KRA Objectives	Deliverable (M = Mandatory Action prescribed by Reconciliation Australia)	Timeline	Responsibility
8	Customer and Community	Opportunities	Increase supplier diversity, partnerships and spend with Aboriginal and Torres Strait Islander businesses to support economic equity	Hold a forum which engages a diverse range of Aboriginal and Torres Strait Islander suppliers, who have potential to provide goods and services to SA Water, to provide feedback on our Procurement practices and highlight barriers to procuring goods and services within our current procurement practices. As appropriate, remove the barriers to increase the number and/or diversity of our Aboriginal and Torres Strait Islander suppliers. <b>(M #9)</b>	March 2025	Senior Manager, Supply Chain
9	Customer and Community	Opportunities	Increase supplier diversity, partnerships and spend with Aboriginal and Torres Strait Islander businesses to support economic equity	Maintain commercial relationships with at least 15 Aboriginal and/or Torres Strait Islander businesses. <b>(M#9)</b>	July 2025 (annually)	Senior Manager, Supply Chain
10	Environment	Opportunities	Increase partnerships and spend with Aboriginal businesses, supplier diversity and economic outcomes	Pilot a partnership arrangement to deliver cultural experiences at one or more of our reservoirs.	October 2025	Senior Manager, Environment and Energy

### Key result area: Inclusive workforce

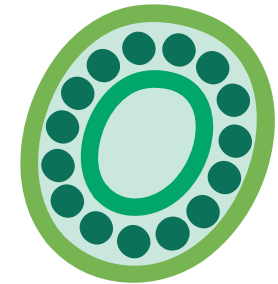
**Success is:** a culturally safe and respectful environment which observes the cultural knowledge and protocols to increase diversity of our workforce at all levels.

**Link to strategy:** People and Safety Corporate Strategy

We will be a genuinely diverse, equitable and inclusive organisation which includes people from different backgrounds, experiences and skills so that we can achieve diversity of thought.

### Our goals are

- To embed diversity, equity and inclusion practices across our business **(RAP Action #11, 12, 13, 14, 15, 16, 17, 18, 19, 20, 22).**
- For our business systems and recruitment processes enable an increase in the number of diverse applicants and successful candidates **(RAP Action #11).**
- To have access to data which informs diversity and inclusion decision-making, strategies and reporting **(RAP Action #11, 12, 13, 21).**
- To have diversity in our leadership positions which reflects the community **(RAP Action #12).**
- For our measures of employee engagement and psychosocial safety to demonstrate an inclusive workplace **(RAP Action #21, 43).**

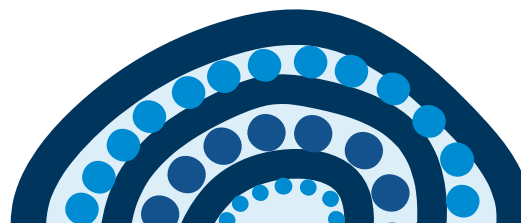


#	SA Water Corporate Strategy	RA Pillar	KRA Objectives	Deliverable (M = Mandatory Action prescribed by Reconciliation Australia)	Timeline	Responsibility
11	People and Safety	Opportunities	Increase Aboriginal and Torres Strait Islander representation in our workforce	<p>Consolidate the outputs of our formal engagement (April 2024) with our Aboriginal and Torres Strait Islander employees, and through ongoing consultation, update our Aboriginal and Torres Strait Islander employment and retention plan.</p> <p>The outcome will outline our commitment to increasing employment of Aboriginal and Torres Strait Islander peoples to 3 per cent across all levels including people leadership roles. External Indigenous recruitment agencies will be utilised for identified roles as required.</p> <p><b>(M #8)</b></p>	December 2024	Senior Manager, People Experience
12	People and Safety	Opportunities	Increase Aboriginal and Torres Strait Islander representation in our workforce	<p>Establish a dedicated Aboriginal and Torres Strait Islander talent and succession process to support the development of our Aboriginal and Torres Strait Islander employees and their succession into more senior roles. Hold a minimum of <b>2 Executive reviews per year</b>.</p> <p><b>(M #8)</b></p>	August 2025, 2026, 2027	Senior Manager, People Experience
13	People and Safety	Respect	Build a culturally safe and inclusive workplace	<p>Leverage the outputs of our formal Aboriginal and Torres Strait Islander employee engagement (April 2024) and strengthen cultural safety in the workplace through the development of an Aboriginal and Torres Strait Islander Cultural Capability Framework to increase cultural awareness across the organisation. This will be in consultation with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisers.</p> <p><b>(M #5)</b></p>	December 2025	Senior Manager, People Experience
14	People and Safety	Respect	Build a culturally safe and inclusive workplace	<p>Deliver face to face cultural competency training – 100 per cent of our people to complete the training within 3 months of commencing with SA Water.</p> <p><b>(M #5)</b></p>	Commencing October 2024	Senior Manager, People Experience



#	SA Water Corporate Strategy	RA Pillar	KRA Objectives	Deliverable (M = Mandatory Action prescribed by Reconciliation Australia)	Timeline	Responsibility
15	People and Safety	Respect	Build a culturally safe and inclusive workplace	Maintain and regularly review our Fair Treatment, Anti-Discrimination and Harassment Procedure and training to ensure they remain relevant, and encourage a culturally safe environment. Reviews to include engagement with Aboriginal and Torres Strait Islander employees and/or advisors.  (M #4)	June 2025, 2026, 2027	Senior Manager, People Performance
16	People and Safety	Respect	Build a culturally safe and inclusive workplace	Ongoing anti-discrimination education will be provided to all new employees through online training as part of our mandatory induction process.  Ongoing education will be provided to senior leaders and managers on the effects of racism.  (M #4)	October 2024 (ongoing)	Senior Manager, People Performance
17	People and Safety	Respect	Build a culturally safe and inclusive workplace	Senior leaders to publicly support anti-discrimination campaigns, initiatives, and stances against racism.  (M #4)	June 2025, 2026, 2027	Senior Manager, People Performance
18	People and Safety	Respect	Build knowledge of cultural protocols and historical acceptance	Review, update, and publish the cultural protocol guidelines and provide training to improve our people's understanding of the purpose and significance of cultural protocols; including Acknowledgement of Country and Welcome to Country.  (M #6)	June 2025, 2026, 2027	Senior Manager, People Experience

#	SA Water Corporate Strategy	RA Pillar	KRA Objectives	Deliverable (M = Mandatory Action prescribed by Reconciliation Australia)	Timeline	Responsibility
19	People and Safety	Respect	Build knowledge of cultural protocols and historical acceptance  Build a culturally safe and inclusive workplace	Introduce a 'Cultural Immersion Program' for our Senior Leaders which provides learning opportunities through first-hand experiences (on Country) of the uniqueness of local Aboriginal culture.	December 2024, December 2026	Senior Manager, People Experience
20	People and Safety	Respect	Build knowledge of cultural protocols and historical acceptance	Provide 3 Kurna language classes per year so our people located on Kurna Country can deliver Acknowledgement of Country in Kurna language.  <b>(M #6)</b>	February 2025 - October 2027	Senior Manager, People Experience
21	People and Safety	Relationships	Build a culturally safe and inclusive workplace	Promote our RAP with other like-minded organisations, including Water Services Association of Australia (WSAA), Australian Water Association (AWA), Department for Environment and Water (DEW), our supply partners and other utilities, to influence collaboration, share knowledge and drive reconciliation outcomes.  <b>(M #3)</b>	Commencing October 2025 (ongoing)	Senior Manager, Engagement and Strategic Relations
22	People and Safety	Relationships	Build a culturally safe and inclusive workplace	Provide targeted communications to support key RAP actions for our people and customers, demonstrating our progress in strengthening reconciliation outcomes.  <b>(M #12)</b>	Commencing October 2024 (ongoing)	Senior Manager, Brand, Communications and Media



## Key result area: Lasting and respectful relationships

**Success is:** our services are delivered through early and respectful engagement which build lasting relationships and acknowledge the cultural heritage of Traditional Owners and Aboriginal communities.

**Link to strategy:** Customer and Community Corporate Strategy

We will partner for meaningful outcomes in reconciliation and prioritise our customer's point of view in our strategies and decisions.

### Our goals are

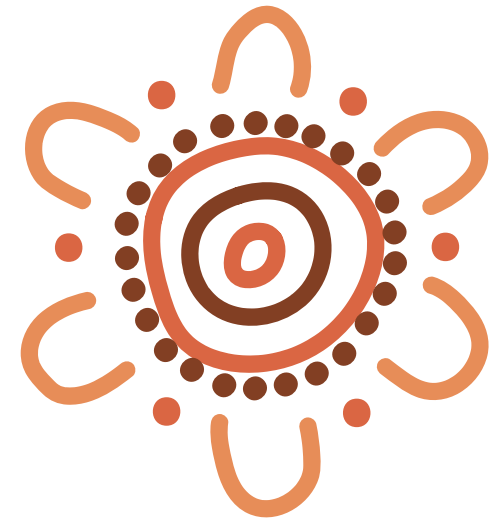
- To build stronger relationships with Aboriginal customers and communities to enable more successful delivery of our RAP **(RAP Action #23, 24, 26, 27, 28, 29).**
- To work towards becoming a reconciliation leader in the South Australian community **(RAP Action #23, 24, 26, 27, 28).**
- For our customers and communities to feel connected to us, and to maintain and build customer trust in our service delivery and stakeholder engagement. To achieve this we will offer more education, knowledge sharing and expertise to customers and communities **(RAP Action #23, 24, 25, 26, 27, 28, 29).**

**Link to strategy:** Environment Corporate Strategy

We will increase connection and application of Aboriginal culture through extending our understanding and integration of Aboriginal knowledge and practice in the shared use and management of land and waters.

### Our goals are

- To achieve healthier catchments and aquatic ecosystems through partnerships with Aboriginal groups, landholders, government and non-government organisations **(RAP Action #23, 24, 26, 27, 28).**
- Learn the traditional ways to care for the environment to improve spiritual, cultural, environmental, social and economic conditions **(RAP Action #23, 28).**
- To develop a deep understanding and form a position on how cultural flows feature in our water services **(RAP Action #23, 28).**





#	SA Water Corporate Strategy	RA Pillar	KRA Objectives	Deliverable (M = Mandatory Action prescribed by Reconciliation Australia)	Timeline	Responsibility
23	Customer and Community	Relationships	Build enduring and trusted relationships with Aboriginal communities and Traditional Owners	Publish an Aboriginal Stakeholder Engagement Plan which establishes and maintains mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders, communities and organisations. Within the plan, establish a review mechanism so guiding principles are continuously improved.  (M #1)	January 2025, 2026, 2027	Senior Manager, Engagement and Strategic Relations
24	Customer and Community Environment	Respect, Relationships	Build enduring and trusted relationships with Aboriginal communities and Traditional Owners	Develop an approach which provides a meaningful role for Aboriginal and Torres Strait Islander peoples in the development and delivery of regional water security strategies.	June 2026	Senior Manager, Water Futures and Security
25	Customer and Community Environment	Respect	Understand and acknowledge cultural knowledge sharing and recognition at our sites	Display appropriate Acknowledgement of Country signage at all of our staffed sites so that we build cultural competency and awareness of the Country we work on.  (M #6)	June 2027	Senior Manager, Brand Communications and Media
26	Customer and Community Environment	Respect	Adhere to heritage protection and cultural practice	Investigate opportunities (as detailed in our Aboriginal Stakeholder Engagement Plan) to licence SA Water land holdings to enable Aboriginal and Torres Strait Islander peoples to maintain a distinctive cultural, spiritual, physical and economic relationship with land and waters.	Commencing January 2025 (ongoing)	Senior Manager, Customer Growth

#	SA Water Corporate Strategy	RA Pillar	KRA Objectives	Deliverable (M = Mandatory Action prescribed by Reconciliation Australia)	Timeline	Responsibility
27	Customer and Community Environment	Respect	Build enduring and trusted relationships with Aboriginal communities and Traditional Owners	Engage an Aboriginal and/or Torres Strait Islander owned business to undertake land management practices of culturally sensitive sites at Bolivar Wastewater Treatment Plant.	March 2025	Senior Manager, Customer Growth
28	Customer and Community	Relationships, Opportunities	Build enduring and trusted relationships with Aboriginal communities and Traditional Owners	Leverage our Capital Delivery Program through publishing an Aboriginal and Torres Strait Islander Engagement Plan which delivers outcomes in employment, procurement spend and stakeholder engagement.	January 2025	Senior Manager, Capital Delivery
29	Customer and Community	Relationships, Opportunities	Build enduring and trusted relationships with Aboriginal communities and Traditional Owners	As part of the delivery of our Aboriginal Stakeholder Engagement Plan, identify opportunities to partner with Aboriginal and Torres Strait Islander communities or organisations. Establish and maintain at least one formal two-way partnership with Aboriginal and Torres Strait Islander communities or organisations.  (M #1)	June 2026	Senior Manager, Engagement and Strategic Relations



## Key result area: Engaged community

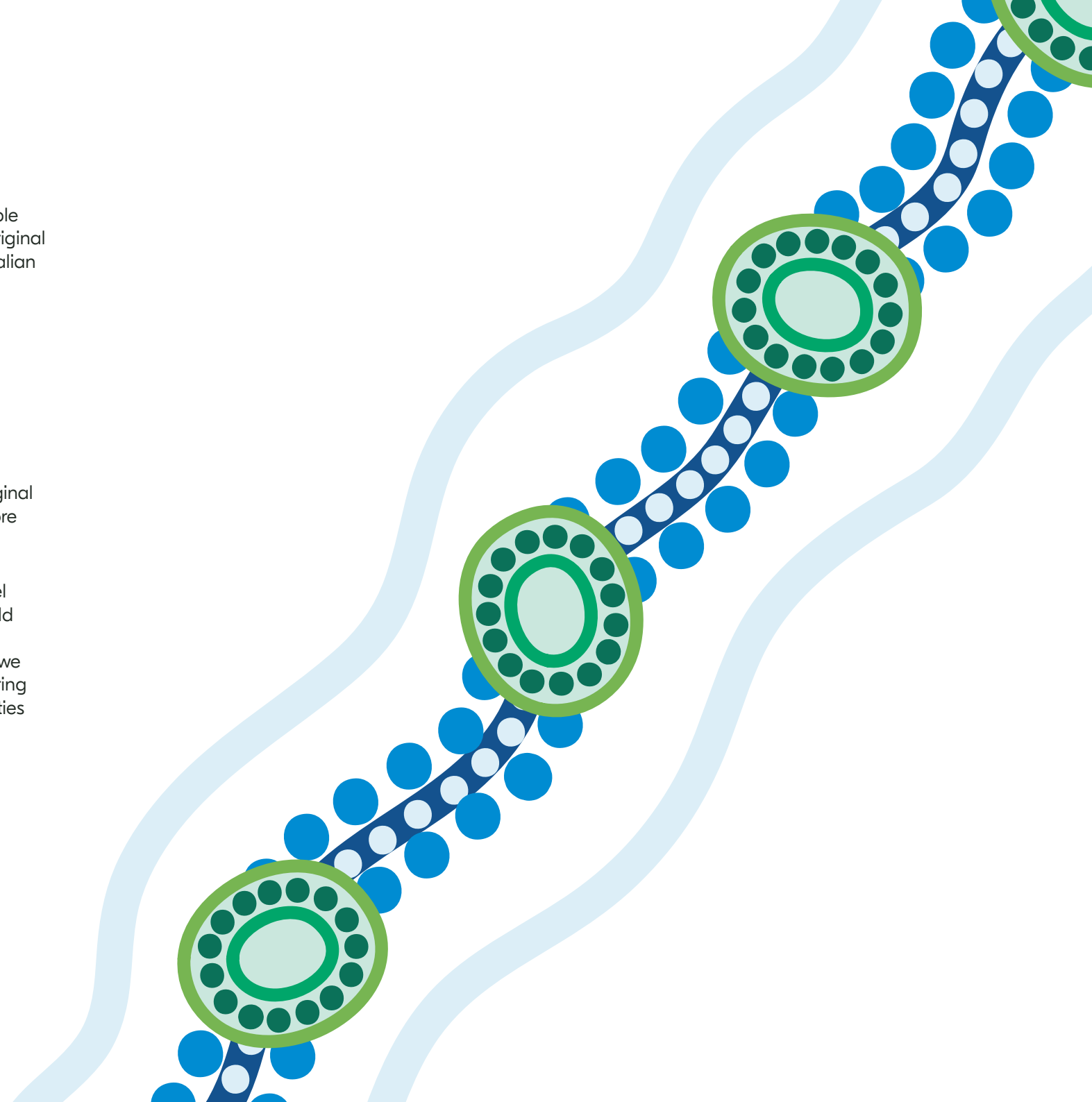
**Success is:** Our partnerships and practices enable application and increased appreciation of Aboriginal culture, knowledge and skills in the South Australian community.

**Link to strategy:** Customer and Community Corporate Strategy

We will partner for meaningful outcomes in reconciliation and enable healthy and liveable communities.

### Our goals are

- To build stronger relationships with Aboriginal customers and communities to enable more successful delivery of our RAP **(RAP Action #30, 31, 32, 33, 34, 35, 36).**
- For our customers and communities to feel connected to us, and to maintain and build customer trust in our service delivery and stakeholder engagement. To achieve this we will offer more education, knowledge sharing and expertise to customers and communities **(RAP Action #30, 31, 32, 33, 34, 35, 36).**

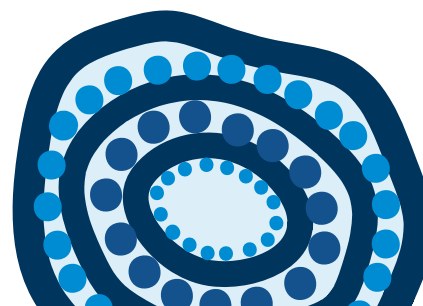


#	SA Water Corporate Strategy	RA Pillar	KRA Objectives	Deliverable (M = Mandatory Action prescribed by Reconciliation Australia)	Timeline	Responsibility
30	Customer and Community	Relationships	Increase public visibility of Aboriginal and Torres Strait Islander culture and heritage	<p>As part of our Cultural Competency Framework, we will formally acknowledge and learn about our shared history, Aboriginal and Torres Strait Islander cultures and achievements, and explore how we can contribute to achieving reconciliation by participating in National Reconciliation Week (NRW).</p> <p>Each year:</p> <ul style="list-style-type: none"> <li>• Publish resources and materials on our intranet</li> <li>• RAP Working Group members to participate in at least one external NRW event</li> <li>• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW</li> <li>• Organise 3 internal NRW events, including at least one in a regional location</li> <li>• Register our NRW events on the Reconciliation Australia NRW website.</li> </ul> <p><b>(M #2)</b></p>	27 May - 03 June 2025, 2026, 2027	Senior Manager, Strategy and Sustainability
31	Customer and Community	Respect	Increase public visibility of Aboriginal and Torres Strait Islander culture and heritage	Improve our program of delivering art projects on SA Water infrastructure by identifying opportunities to develop the skills of a local Aboriginal and/or Torres Strait Islander artist through mentoring with established artists.	June 2026	Senior Manager, Brand, Communications and Media
32	Customer and Community Environment	Respect, Relationships	Increase access to our land holdings for cultural, social, and economic purposes	Support a cultural and land management opportunities program on SA Water land on the southwestern Eyre Peninsula, developed and led by the Nauo community, and in the Mid North developed and led by the Nukunu community.	June 2027	Senior Manager, Environment and Energy

#	SA Water Corporate Strategy	RA Pillar	KRA Objectives	Deliverable (M = Mandatory Action prescribed by Reconciliation Australia)	Timeline	Responsibility
33	Customer and Community Environment	Respect, Relationships	Increase access to our land holdings for cultural, social, and economic purposes	Develop a Memorandum of Understanding to give access of the Baroota Reservoir to the Nukunu People.	December 2024	Senior Manager, Environment and Energy
34	Customer and Community Environment	Respect, Relationships	Increase access to our land holdings for cultural, social, and economic purposes	Develop an engagement strategy (delivery throughout RD24-28) which defines the Traditional Owners opportunities on the biodiverse carbon planting program within our 400 hectares of land across our reservoirs.	March 2025	Senior Manager, Environment and Energy
35	Customer and Community	Opportunities	Increase public visibility of Aboriginal and Torres Strait Islander culture and heritage	Review the Pirku-itya Partnerships Program to consider the lessons learnt during the previous three years of the program and propose improvements which deliver greater impacts.  (M #1)	May 2025, 2026, 2027	Senior Manager, Brand, Communications and Media



#	SA Water Corporate Strategy	RA Pillar	KRA Objectives	Deliverable (M = Mandatory Action prescribed by Reconciliation Australia)	Timeline	Responsibility
36	Customer and Community	Respect	Increase public visibility of Aboriginal and Torres Strait Islander culture and heritage	<p>As part of our Cultural Competency Framework, we will formally acknowledge and celebrate the history, culture and achievements of Aboriginal and Torres Strait Islander people by participating in NAIDOC Week.</p> <p>Each year:</p> <ul style="list-style-type: none"> <li>• RAP Working Group to participate in at least one external NAIDOC Week event</li> <li>• Review HR policies and procedures to remove barriers to employees participating in NAIDOC Week</li> <li>• Support our people to participate in at least one NAIDOC Week event in their local area</li> <li>• In consultation with Aboriginal and Torres Strait Islander stakeholders, support at least one external NAIDOC Week event.</li> </ul> <p>(M #7)</p>	First week in July 2025, 2026, 2027	Senior Manager, Strategy and Sustainability



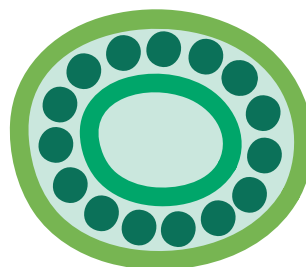


## Reconciliation Australia Pillar - Governance

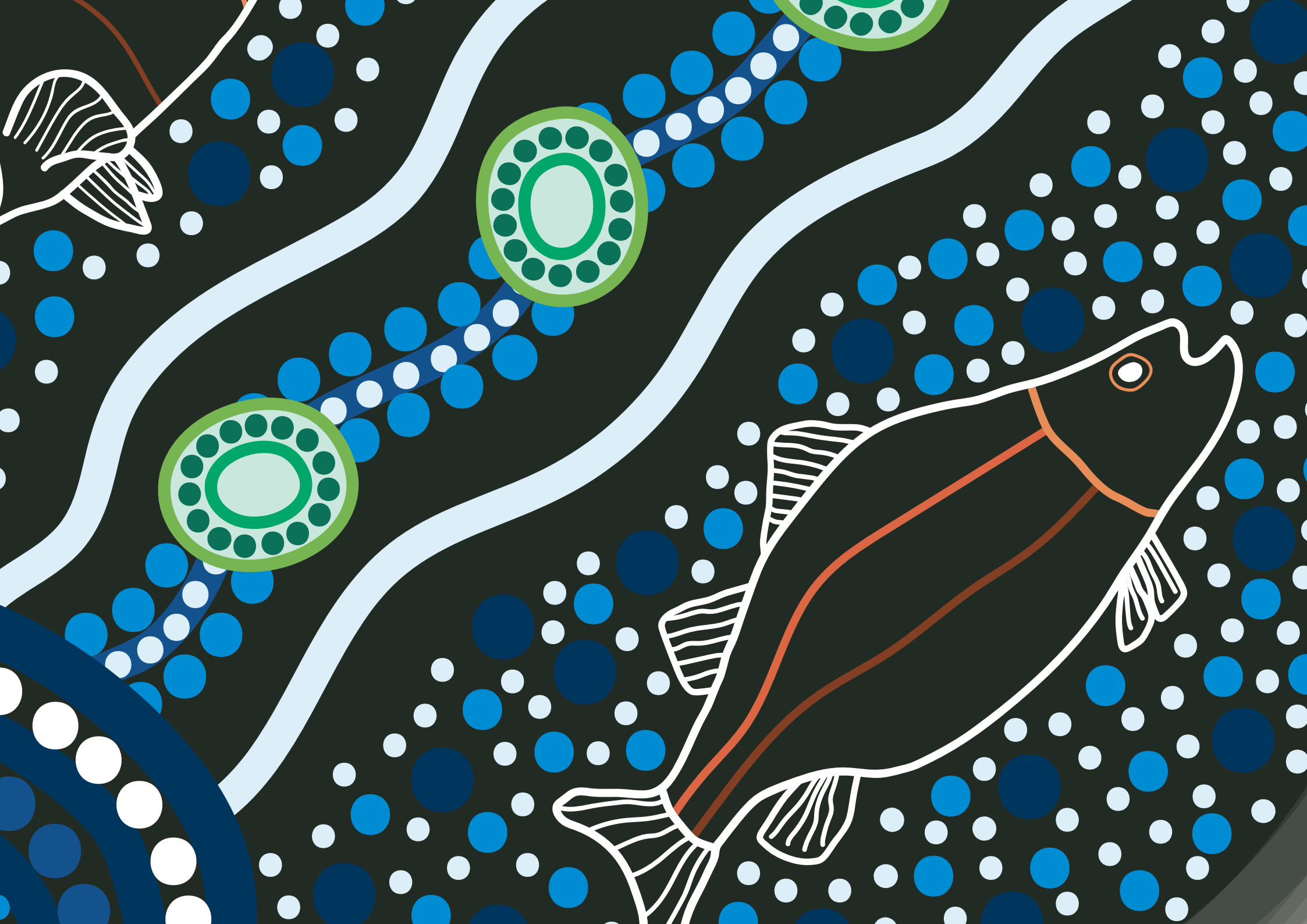
	Deliverable (M = Mandatory Action prescribed by Reconciliation Australia)	Timeline	Responsibility (Job title)
37	<p>Deliver transparency through engagement and reporting with Reconciliation Australia:</p> <p>37.1 Complete and submit the annual RAP Impact Measurement Questionnaire (request the unique link in August each year)</p> <p>37.2 Publicly report against our RAP commitments, outlining achievements, challenges and learnings.</p> <p>37.3 Submit a traffic light report at the conclusion of our RAP.</p> <p>37.4 Meet with Reconciliation Australia quarterly to report on RAP implementation.</p> <p>37.5 Attend at least two quarterly RAP leadership gatherings per year.</p> <p><b>(M Action #12)</b></p>	<p>37.1 - 30 September (annually)</p> <p>37.2 - November 2025, 2026</p> <p>37.3 - November 2027</p> <p>37.4 - January 2025 (quarterly)</p> <p>37.5 - October 2025 (annually)</p>	Senior Manager, Strategy and Sustainability
38	<p>Report RAP progress as a standard agenda item at the Diversity, Equity and Inclusion (DEI) Council meetings; and, as required, at the relevant CSPA Board sub-committee meetings.</p> <p><b>(M Action #11)</b></p>	January 2025 (quarterly)	Senior Manager, Strategy and Sustainability
39	<p>Establish and maintain an effective RAP Working Group which is governed by a Terms of Reference, includes an Executive Sponsor, and Aboriginal and Torres Strait Islander representation and meets at least quarterly each year.</p> <p><b>(M Action #10, 11)</b></p>	October 2024 and then meet quarterly	Senior Manager, Strategy and Sustainability



	<b>Deliverable</b> <b>(M = Mandatory Action prescribed by Reconciliation Australia)</b>	<b>Timeline</b>	<b>Responsibility</b> <b>(Job title)</b>
40	Develop a plan for delivery of RAP deliverables which includes responsibilities and measures. Seek budget approval annually. <b>(M Action #11)</b>	November 2024	Senior Manager, Strategy and Sustainability
41	Register via Reconciliation Australia's website to begin developing our next RAP. <b>(M Action #13)</b>	January 2027	Senior Manager, Strategy and Sustainability
42	Perform an annual review of the RAP deliverables, the outcomes delivered and the external environment, including our role to contribute to the SA Partnership Agreement on Closing the Gap, to enable updates (improvement) to our RAP — publish an updated RAP.	December 2025 (annually)	Senior Manager, Strategy and Sustainability
43	Implement a mechanism which enables SA Water to identify the attitudes and perceptions of our people concerning reconciliation and our RAP.	January 2025 (annually)	Senior Manager, Strategy and Sustainability
44	Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer. <b>(M Action #12)</b>	April 2026	Senior Manager, Strategy and Sustainability







## Contact details

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