

Greater Western Water | Jan 2026 — Dec 2027

Innovate Reconciliation Action Plan





Jacksons Creek - Wurundjeri Country

Acknowledgement of Country

The Greater Western Water region covers Bunurong, Wurundjeri/Woiwurrung, Wadawurrung, Djaara and Taungurung Country.

We respectfully acknowledge the Kulin Nations as the Traditional Owners of the lands and waters upon which we work, operate and rely. We acknowledge the continued cultural, social and spiritual connections that First Nations people have with Country. We recognise and value that First Nations people have cared for and protected Country for thousands of generations. Country describes land, water, air, sky, people, animals and spirits to which First Nations people are connected. We are committed to working in partnership with local Traditional Owners and First Nations people to harness collective wisdom to inform the future of the water management landscape while maintaining their cultural and spiritual connections to Country.



About the artwork and the artist

GWW are proud to be carrying this artwork on our journey to our second innovate RAP. This artwork was created by B.J.C, a Wadawurrung artist. B.J.C began to develop his art practice in prison, where painting allowed him to connect to his culture and 'make stories into art' B.J.C. uses colour and dotwork to express stories and messages meaningful to him, with themes of health, harmony, mindfulness and strength frequently engrained in his artworks.

B.J.C is represented by The Torch. The Torch provides art, cultural and arts industry support to First Nations offenders and ex-offenders in Victoria through its Indigenous Arts in Prisons and Community program. The program supports the development of self-esteem, confidence and resilience through cultural strengthening and artistic expression.



Message from our Managing Director

Reconciliation is central to who we are at Greater Western Water.

Our second Innovate RAP reaffirms our commitment to work with Traditional Owners and First Nations communities on employment, education and training, culture, procurement and integrated water management opportunities. It builds on the progress made in our inaugural RAP, released in 2023, and sits at the heart of our strategic vision of Thriving People and Country and our outcome of Healing and caring for Country.

This RAP has been shaped by open conversations with our leadership group, our people and First Nations RAP Steering Committee members. Their generosity in sharing insights and perspectives has helped us understand more clearly how to turn our words into meaningful and lasting change. Throughout this document, you will also see reflections from our people, honest accounts of their learning journeys and experiences. These reflections, both good and bad, highlight the role every one of us plays in advancing reconciliation, and the many ways our people are deepening their connection to Country and culture.

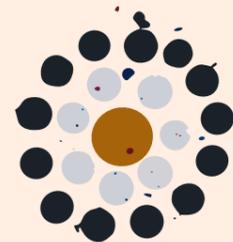
We know reconciliation is not a project or moment in time – it's everyone's responsibility, every day. It means asking how each interaction and decision can strengthen reconciliation and make a real difference. Innovate RAP 2026 – 2027 is a commitment to continue to partner with Traditional Owners and First Nations communities to support self-determination and investigate opportunities to return water, enabling cultural and economic benefits from land and water assets.

We will expand employment pathways, build a more inclusive workplace that values our First Nations employees and strengthen opportunities for First Nations businesses and communities to thrive. We'll also deepen understanding and respect for First Nations heritage, histories, cultures and rights.

Together, we will walk alongside Traditional Owners and First Nations communities as they journey towards Treaty and the future it shapes for all of us.

We have seen how powerful it is when our people take the time to listen and learn from Traditional Owners on Country. Those moments remind us that reconciliation is not just about what we do, but how we do it – with respect, openness and care. Water connects us all to Country, to community and to each other. Through this RAP, Greater Western Water reaffirms our commitment to walk together with Traditional Owners and First Nations communities, ensuring reconciliation continues to guide how we care for people and Country.

Cameron FitzGerald
Managing Director
Greater Western Water



Message from Reconciliation Australia

Reconciliation Australia commends Greater Western Water on the formal endorsement of its second Innovate Reconciliation Action Plan (RAP).

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

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. Greater Western Water continues to be part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and transformed it into action.

The four RAP types – Reflect, Innovate, Stretch and Elevate – allow RAP partners to continuously strengthen reconciliation commitments and constantly strive to apply learnings in new ways.

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

An integral part of building these foundations is reflecting on and cataloguing the successes and challenges of previous RAPs. Learnings gained through effort and innovation are invaluable resources that Greater Western Water will continuously draw upon to create RAP commitments rooted in experience and maturity.

These learnings extend to Greater Western Water using the lens of reconciliation to better understand its core business, sphere of influence, and diverse community of staff and stakeholders.

The RAP program's emphasis on relationships, respect, and opportunities gives organisations a framework from which to foster connections with Aboriginal and Torres Strait Islander peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for Greater Western Water to strengthen these relationships, gain crucial experience, and nurture connections that will become the lifeblood of its future RAP commitments. By enabling and empowering staff to contribute to this process, Greater Western Water will ensure shared and cooperative success in the long term.

Gaining experience and reflecting on pertinent learnings will ensure the sustainability of Greater Western Water's future RAPs and reconciliation initiatives, providing meaningful impact toward Australia's reconciliation journey.

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

Karen Mundine
Chief Executive Officer
Reconciliation Australia

Our vision for reconciliation

Our vision for reconciliation is a nation that celebrates and protects the cultural and spiritual connections First Nations peoples have to land and water. Greater Western Water (GWW) recognises the great privilege we hold and commits to meaningfully and respectfully engaging with First Nations communities and Traditional Owners, valuing their knowledge and histories as Custodians of Country. We are building a culture where everyone at GWW understands and shows a strong care and commitment to reconciliation.

Our vision for reconciliation underpins our GWW 2030 Strategy vision: Thriving people and Country. Our 2030 Strategy acknowledges that everyone has a role to play in promoting reconciliation and commits us to principles of respect, engagement and inclusion. We will continue working in partnership with local Traditional Owners and First Nations communities to share knowledge and shape the future of water management while recognising and upholding their ongoing cultural and spiritual connections to Country. First Nations communities and Traditional Owners hold deep knowledge that is vital to our daily work and to addressing the social and environmental challenges we all face.

Our commitment is to embed this knowledge in our operations in a way that is genuine, enduring and respectful. Through a whole-of-organisation commitment to First Nations inclusion and engagement, we continue to:

- build meaningful and productive relationships with Traditional Owners and First Nations communities, grounded in trust and shared knowledge
- promote greater understanding and respect for First Nations heritage, histories, cultures and rights – within GWW and the broader community
- foster an inclusive and culturally safe workplace, where First Nations employees feel valued and supported, and where meaningful employment pathways are created
- create more opportunities for First Nations businesses and communities, particularly as the population continues to grow in the regions we serve
- understand how to support self-determination and develop common aspirations with Traditional Owners and First Nations communities
- investigate opportunities that support Traditional Owners to access water and achieve cultural and economic benefits from land and water assets.

Our current context

In 2025, Treaty discussions and agreements are a key focus for First Nations communities and state governments. The outcomes of these discussions will shape how we work, engage and partner with Traditional Owners and First Nations communities in the years ahead.

Victoria's Treaty process is creating practical frameworks to ensure First Nations peoples have a decisive voice in policies and decisions that affect their lives, lands and waters.

As a natural resource manager, GWW will continue to collaborate with First Nations communities, ensuring their rights, knowledge and priorities are central to our operations. We understand that to do this we need to listen deeply, have a respectful and ongoing understanding of Traditional Owner and First Nations' values and culture, and make sure this is reflected in our processes.

Our business

GWW is a Victorian Government water corporation proudly serving a vibrant and diverse community. Formed in 2021 with the integration of City West Water and Western Water, we provide water, recycled water, sewerage and trade waste services to approximately 568,000 residential customers and more than 47,000 business customers. Our service area is home to around 1.3 million people.

Our service area spans 3,700 square kilometres, from Melbourne's central business district and inner suburbs to Little River in the south, Myrning in the west and Lancefield in the north. The local government areas of Brimbank, Hobsons Bay, Maribyrnong, Melton, Moonee Valley, Wyndham and Yarra are within our service area, as well as parts of the local government areas of Hume, Macedon Ranges, Melbourne and Moorabool. We operate on Bunurong, Wurundjeri, Wadawurrung, Djaara and Taungurung Country of the Kulin Nation. The Maribyrnong and Werribee rivers and their catchments are the region's major waterways.

GWW employs 931 people across 14 sites, including offices, depots and recycled water plants. As of May 2025, our workforce includes nine people who identify as a First Nations person. We want to double this representation over the life of this RAP.

As a water corporation, we play a critical role in supporting a growing Melbourne. We are focused on securing a reliable water future in the face of climate change and population growth, while supporting key Victorian Government priorities such as the Housing Statement. We are working with Traditional Owners to embed their aspirations into our service planning and delivery and make sure their knowledge and perspectives shape our region's water future.

As a major employer and essential service provider, GWW is an anchor organisation in our region. We have a long-term presence, deep local connections and a responsibility to contribute to economic, social and environmental wellbeing. Through our partnerships with industry, local councils, developers, education providers, community groups, regional leaders, First Nations communities and Traditional Owner groups, we support local employment, procurement and community resilience.



Tell us what you have learned about GWW's reconciliation journey?

“ We're building awareness, but we now need to move from symbolic gestures to practical, everyday behaviours, capability building and meaningful engagement that genuinely strengthens connection and creates change. ”

Our reconciliation journey

GWV continues to grow and mature as an organisation, and so too does our commitment and journey to reconciliation. This commitment is echoed in our strategic vision of ‘Thriving People and Country’, reflected in our corporate reporting, policies and this second Innovate RAP.

This RAP builds on the progress we have made, with committee members and our broader teams, strengthening our goals to turn reconciliation commitments into meaningful, lasting change.

Through open and frank discussions as a group and with our First Nations RAP Steering Committee, we have humbly and proudly committed to a second Innovate RAP. This gives us an opportunity to continue to turn strategic intent into actions and cement them across our diverse organisation.

While we have seen significant uplift in some key areas, we acknowledge our RAP hasn't reached all parts of our organisation to the extent we would like. We are focusing our RAP actions on delivering more meaningful impact across our asset and water lifecycle. We are linking reconciliation to our 2030 Strategy vision to make sure we deliver water services in a way that will heal and care for Country.

We are also building on the work of our RAP Working Group to champion reconciliation on the ground and capture the hearts and minds of our people.

Through dedicated policies, we have formalised our commitment to partnering with Traditional Owners and First Nations communities to support self-determined healing Country aspirations. This extends beyond reconciliation, shaping the way we work, how we do business with our customers, and how we support and reflect the communities we serve.

Expanding employment pathways has been a focus in driving change. While there is still much to do, we have worked hard to improve employment opportunities across our business and will continue this in our second Innovate RAP.

Building and embedding cultural safety will be a focus of our RAP. GWV commissioned Not Just a Consultancy (NJAC), an Aboriginal owned and managed business, to deliver our first comprehensive Cultural Safety Audit. This audit showed many positive aspects and exposed hard truths in some held beliefs and attitudes across our people. Developing a cultural learning strategy and a recruitment, retention and professional development strategy are critical deliverables of this RAP. They will help us deliver on an equitable and inclusive culture.

We have also heard through our audit that visual reminders of our commitment to reconciliation are important. This RAP includes commitments to build these visual connections.

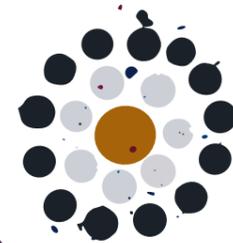
We are beginning to see a shift from symbolic gestures to real, substantive actions. Days of significance remain core moments in our employee calendar. We also recognise that reconciliation is not about set dates – it's a daily responsibility. Every interaction, decision and policy is an opportunity to reconcile. No opportunity should go unexplored.

What's one thing you think that Australia should understand about reconciliation?

“

It is how we show respect, amplify First Nations voices, honour Country and culture, and make decisions that drive equity and justice.

”



Our people

Strong governance underpins this Innovate RAP. It is overseen by executive leadership, guided by a RAP Steering Committee – including GWW and community representatives – and driven by an employee-led RAP Working Group which advocates for and champions the Innovate RAP in our organisation. This ensures reconciliation is everyone’s responsibility and reduces the cultural load on First Nations employees.

Our RAP Steering Committee

Chair

- **Sharon Martin**
Head of Partnerships, Engagement and Communications

Executive RAP sponsors

- **Kessia Thomson**
General Manager, Strategy and Partnerships
- **Jodie Hallam**
General Manager, Service Delivery

Members

- **Kirsty Henry**
Head of Procurement and Property
- **Gayathri Jasper**
Manager, Partnerships
- **Jasmine Thom**
Manager, Partnerships
- **Cathy Bourke**
Head of Infrastructure Program Delivery
- **Karen Harvey Collings**
Manager, Customer Experience Portfolio

- **Rod Curtis**
Head of Wastewater and Reuse Operations
- **Nick Sinclair**
Head of Health, Safety, Environment and Quality

First Nations staff

- **Aunty Kym Monohan**
Team Leader, First Nations Partnerships
- **Kyle Jackson**
Project Officer, First Nations Partnerships

First Nations community members

- **Uncle Rod Jackson**
- **Jodie Chatfield**
- **Jacqueline Watkins**

Our RAP Working Group

- **Bella Schaffer**
Senior Strategist, Water Resources
- **Felicity Barlow**
Strategist, Strategy and Sustainability

- **Blake Willis**
Sustainability Officer, Strategy and Sustainability
- **Ana Barboza-Argoon**
Advisor, Employee Communications

- **Nathan Damjan**
Consultant, Customer Connect

- **Katrina Sharpe**
Team Leader, Policy and Industry Partnerships

- **Rebecca Stoel**
Team Leader, Strategic Communication

- **Brenton Lockhart**
Compliance Officer, Business Services
- **Charles Obawa**
Team Leader, Procurement

- **Jes Pahlow**
Program Officer, Stabilisation Program

- **Michelle Carsen**
Team Leader, PMO Systems, Reporting and Assurance

- **Saskia Bondy**
Coordinator, Learning and Development

Our First Nations Partnerships team

We acknowledge that the responsibility to reconcile with the First Nations community lies with the non-First Nations community. Therefore, we have not allocated responsibility for actions toward reconciliation in this plan to our First Nations Partnerships team, unless the action relates specifically to their role.

We have chosen this approach to support a culturally safe workplace, where our non-First Nations employees are expected to stand up and drive reconciliation. We acknowledge that our First Nations Partnerships team plays a key consultative role for all our reconciliation actions. Our responsible GWW people will ask our First Nations Partnerships team for guidance to make sure that we act and develop relationships in a culturally respectful and meaningful way.





Relationships

Trusted partnerships with Traditional Owners and First Nations communities are a key focus of our 2030 Strategy and vision for reconciliation. Strong, enduring relationships are vital not only to supporting self-determination and shared aspirations for caring for Country, but also to our ability to deliver sustainable services and earn community trust. By fostering connections, sharing experiences and creating opportunities for genuine collaboration, we strengthen governance, communication and engagement across our business. These relationships bring deeper cultural

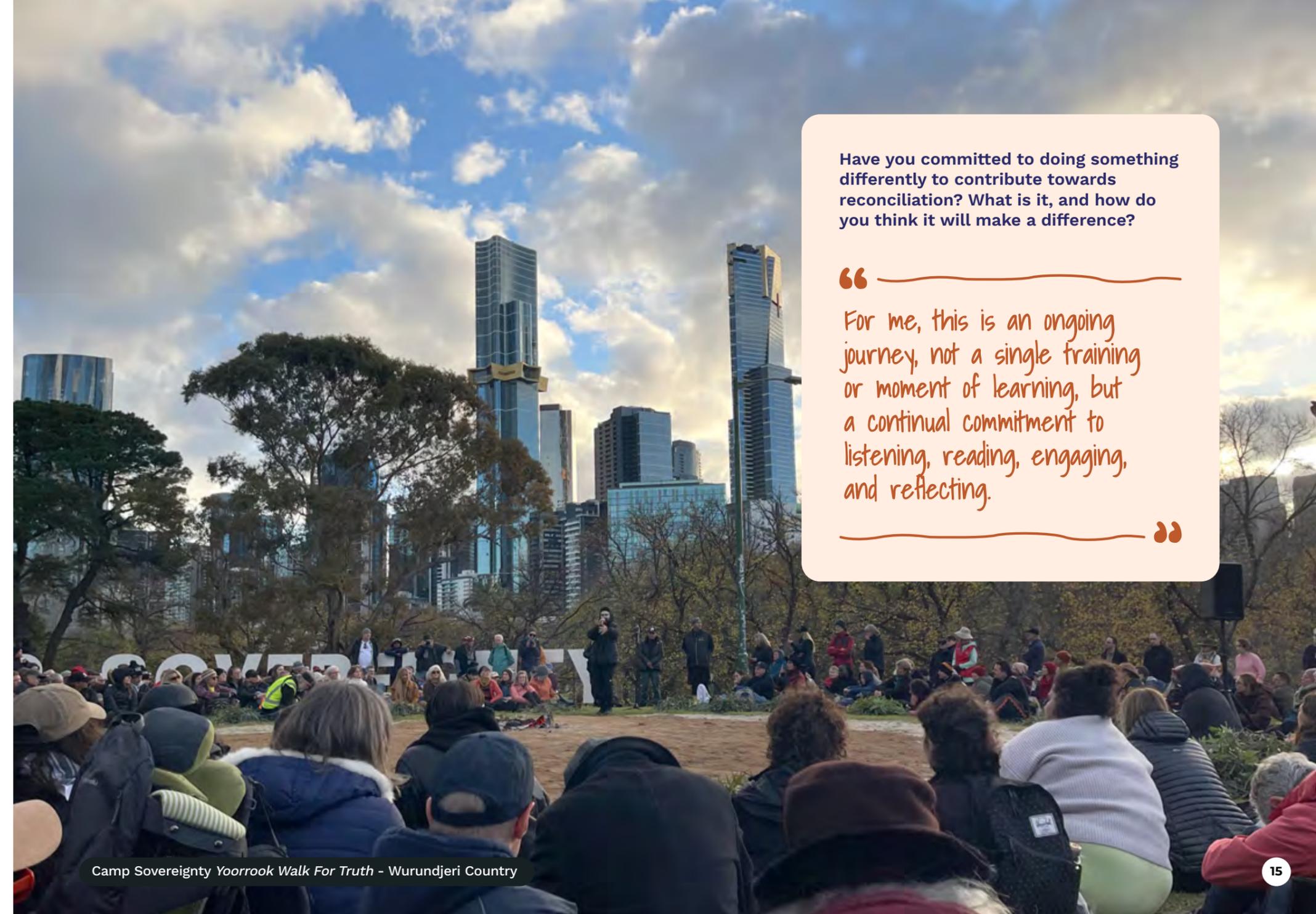
insight and knowledge that help us make better decisions, respond authentically to community needs and embed respect for Country into everything we do. Importantly, our influence extends beyond our own operations. By modelling strong, trust-based relationships with First Nations peoples, we encourage our partners, industry peers and communities to do the same – supporting reconciliation to be lived and felt across our sector and more broadly in society.

Deliverable	Timeline	Accountability	Responsibility
1 Establish and maintain mutually beneficial relationships with First Nations stakeholders and organisations.			
1.1 Meet with local First Nations stakeholders and organisations to continuously improve our guiding principles for future engagement and partnerships.	Review July, December 2026 and 2027	Team Leader, First Nations Partnerships	First Nations Advisor
1.2 Develop, implement and update our engagement plan to work with First Nations stakeholders and organisations.	Review June, December 2026 and 2027	Manager, Engagement	Manager, Engagement
1.3 Develop and implement two-way partnerships with Traditional Owners of Country that we operate on to support capacity uplift and self-determined priorities.	Review July 2026 and 2027	Team Leader, First Nations Partnerships	First Nations Advisor
1.4 Establish and maintain relationships with First Nations communities and Aboriginal Community Controlled Organisations.	Review July 2026 and 2027	Team Leader, First Nations Partnerships	First Nations Advisor
2 Build relationships through celebrating National Reconciliation Week (NRW).			
2.1 Circulate Reconciliation Australia's NRW resources and reconciliation materials to all GWW people.	April (annually)	Chair RAP Working Group	Chair RAP Working Group
2.2 GWW People Leaders will enable and support RAP Steering committee and RAP Working Group members to participate in external NRW events annually.	April (annually)	Executive Sponsor	Chair RAP Steering Committee

Deliverable	Timeline	Accountability	Responsibility
2.3 Encourage GWW employees to participate in external events to recognise and celebrate NRW.	April (annually)	Executive Sponsor	Executive Sponsor
2.4 Organise two internal NRW events, including at least one organisation-wide NRW event, each year. Events will change annually.	April (annually)	Chair RAP Working Group	Chair RAP Working Group
2.5 Register all our NRW events on Reconciliation Australia's website.	April (annually)	Team Leader, First Nations Partnerships	RAP Secretariat
2.6 Collaborate with other water corporations to jointly attend at least one key NRW event.	May (annually)	Team Leader, First Nations Partnerships	First Nations Advisor
3 Promote reconciliation through our sphere of influence.			
3.1 Develop and implement an employee engagement plan to raise awareness of reconciliation across our workforce.	June 2027	Team Leader, Internal Communications	Team Leader, Internal Communications
3.2 Communicate our commitment to reconciliation publicly.	January 2026 and 2027	Manager, Communications	Team Leader, Strategic Communications
3.3 Develop then implement strategies to positively influence our partners, including service delivery partners and external stakeholders, to drive reconciliation outcomes.	Review Jan, Apr, Jul, Oct 2026 and 2027	Team Leader, Policy and Industry Partnerships	Head of Infrastructure Project Management Office
3.4 Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.	Review June 2026 and 2027	Manager, Partnerships	Team Leader, First Nations Partnerships Team Leader, Industry Partnerships
3.5 Empower and support GWW champions to share and drive reconciliation outcomes, create conversations, and build knowledge around reconciliation across the business.	April 2026 and 2027	Chair RAP Steering Committee	People Leaders, Chair RAP Working Group
3.6 GWW board and executive leadership advocate for First Nations rights across our service area, with other statutory bodies, regulators, government agencies and our corporate partners.	March, September 2026 and 2027	Executive Sponsor	Executive Leadership Team, Head of Strategy and Sustainable Water Futures, Partnerships Chair of RAP Steering Committee



Deliverable	Timeline	Accountability	Responsibility	
4 Promote positive race relations through anti-discrimination strategies.				
4.1	Continuously improve People, Culture and Safety policies and procedures concerned with anti-discrimination.	Review June 2026 and 2027	Head of People Operations and Services	Manager, Workplace Relations and Governance
4.2	Engage with GWW's First Nations people and First Nations advisors to continuously improve and embed our Safe, Inclusive and Respectful policy.	Review June 2026 and 2027	Head of Organisational Development and Performance	Manager, Workplace Relations and Governance Senior Specialist, Diversity and Inclusion
4.3	Provide ongoing education opportunities for People Leaders on the effects of racism.	Review June 2026 and 2027	Head of Organisational Development and Performance	Manager, Learning Academy Senior Specialist, Diversity and Inclusion
4.4	Publicly support anti-discrimination campaigns, initiatives or stances against racism.	March, September 2026 and 2027	Head of Partnerships, Engagement and Communications	Team Leader, Brand and Campaigns
4.5	Encourage and support all GWW people to take responsibility to call out racism and violence on all work sites.	March, September 2026 and 2027	Executive Sponsor	Manager, Learning Academy
4.6	Explore opportunities to engage Traditional Owners to deliver natural resource management on GWW sites.	Review June 2026 and 2027	Manager, Partnerships	Team Leader, First Nations Partnerships Manager, Property
4.7	Engage with Traditional Owners to deliver cultural values and Aboriginal waterway assessments to inform relevant planning projects.	Review June 2026 and 2027	Head of Integrated Asset Planning	Team Leader First Nations Partnerships, Manager Sewer Planning, Manager Water Planning
5 Ensure Traditional Owners and First Nations people are given the opportunity to participate in our Price Submission development and reporting, and their perspectives are reflected.				
5.1	Explore opportunities to improve alignment and establish processes to coordinate engagement with Traditional Owners on the metropolitan water corporations' price submissions.	August 2027	Team Leader, Customer Outcomes and Regulatory Policy	Team Leader, First Nations Partnerships
5.2	Ensure Traditional Owners and Aboriginal Community Controlled Organisations are consulted and given the opportunity to evaluate GWW's performance against relevant caring for Country customer outcomes developed through the price submission process.	July (annually)	Team Leader, Customer Outcomes and Regulatory Policy	Senior Advisor, Customer Outcomes and Regulatory Policy



Have you committed to doing something differently to contribute towards reconciliation? What is it, and how do you think it will make a difference?

“ For me, this is an ongoing journey, not a single training or moment of learning, but a continual commitment to listening, reading, engaging, and reflecting. ”

Camp Sovereignty Yoorrook Walk For Truth - Wurundjeri Country



Respect

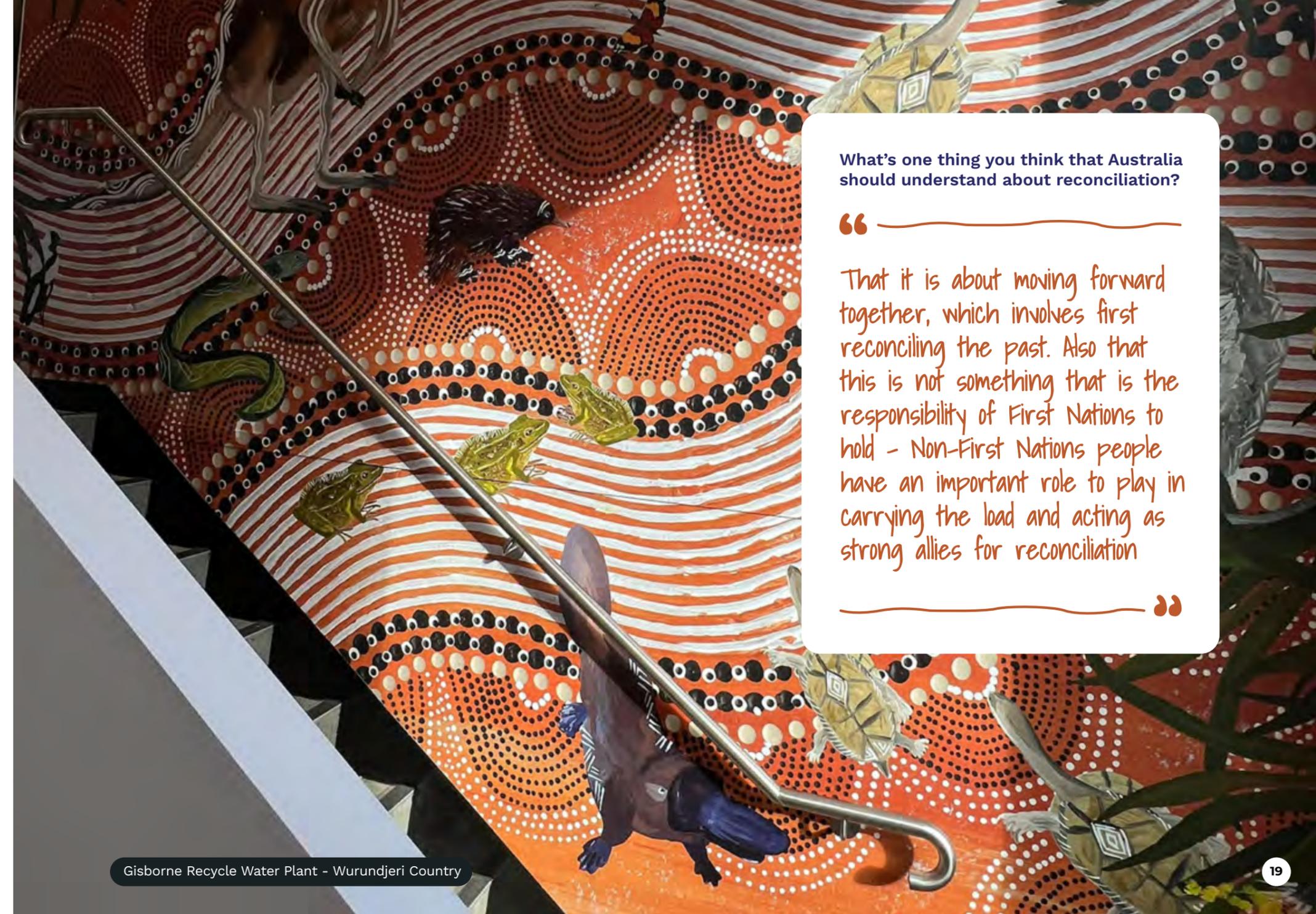
Our 2030 Strategy focuses on creating an equitable and inclusive culture that delivers great outcomes for our organisation and the communities we serve. At the centre of this culture is respect. Respecting and celebrating First Nations cultures, histories, knowledge and rights is not only vital to reconciliation, but fundamental to how we do business. It equips our people with the confidence and understanding to engage meaningfully with First Nations communities, fosters pride and belonging across our

workforce, and strengthens the trust we rely on to deliver essential services. By building a culturally competent workforce and actively promoting cross-cultural understanding, we create a workplace where First Nations people thrive, all employees feel connected to a shared purpose, and respect for First Nations cultures is championed well beyond our business – across the water industry and in the communities we influence.

Deliverable	Timeline	Accountability	Responsibility
6 Increase understanding, value and recognition of First Nations cultures, histories, knowledge and rights through cultural learning.			
6.1 Conduct a review of cultural learning needs within our organisation.	June 2026	Head of Organisational Development and Performance	Manager, Learning Academy
6.2 Consult local Traditional Owners and First Nations external advisors to inform our cultural learning strategy.	August 2026	Team Leader, First Nations Partnerships	Team Leader, First Nations Partnerships
6.3 Implement and communicate a cultural learning strategy document for GWW people.	August 2026	Head of Organisational Development and Performance	Manager, Learning Academy
6.4 Based on the outcomes of the cultural learning review, provide opportunities for all GWW employees to participate in formal and structured cultural learning.	August 2027	Head of Organisational Development and Performance	Manager, Learning Academy
6.5 GWW employees continue to undertake cultural learning over the life of the RAP, with 50% of staff attending at least one cultural training opportunity, such as cultural safety, cultural awareness and cultural immersion.	Review December 2026 and 2027	Head of Organisational Development and Performance	Manager, Learning Academy First Nations Partnerships Advisor
6.6 Investigate and deliver learning opportunities around cultural loads and lateral violence.	Review December 2026 and 2027	Head of Organisational Development and Performance	Manager, Learning Academy
6.7 Expand learning resources on our First Nations intranet page, including knowledge of First Nations history, expertise in water management, culture and local stakeholders.	Review December 2026 and 2027	Team Leader, First Nations Partnerships	First Nations Project Officer
6.8 Provide opportunities for staff to attend Cultural Heritage Management Plan (CHMP) site inductions with project managers.	July, February 2026 and 2027	Head of Major Infrastructure Program Delivery	Team Leader, Major Projects, Team Leader, Strategic Growth Projects, Team Leader, Infrastructure Delivery Manager, Learning Academy

Deliverable	Timeline	Accountability	Responsibility
7 Demonstrate respect to First Nations peoples by observing cultural protocols.			
7.1 Increase GWW employees' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	Review December 2026 and 2027	Team Leader, First Nations Partnerships	First Nations Advisor
7.2 Embed GWW's First Nations Respect, Recognition and Cultural protocols document, which includes protocols for Welcome to Country and Acknowledgement of Country.	Review December 2026 and 2027	Team Leader, First Nations Partnerships	First Nations Project Officer
7.3 Invite local Traditional Owners or custodians to provide a Welcome to Country or other appropriate cultural protocol at two or more major events each year.	Review December 2026 and 2027	People Leader	Individual event organisers
7.4 Ensure all GWW meetings with an agenda begin with appropriate protocols, such as Acknowledgment of Country or Welcome to Country when a Traditional Owner is present.	Review December 2026 and 2027	People Leader	Meeting facilitator
7.5 Ensure an Acknowledgement of Country is prominently displayed on the GWW website.	Review July 2027 and 2027	Team Leader, First Nations Partnerships	First Nations Partnerships Advisor Team Leader, Digital Communications Team Leader, Experience Design
7.6 In consultation with Traditional Owners, research and recognise traditional place names for GWW sites.	July (annually)	Team Leader, First Nations Partnerships	Team Leader, First Nations Partnerships
8 Build respect for First Nations cultures and histories by celebrating NAIDOC Week.			
8.1 RAP Working Group to participate in an external NAIDOC Week event.	July (annually)	Chair RAP Steering Committee	Chair RAP Working Group
8.2 Review Human Resources policies and procedures to remove barriers to staff participating in NAIDOC Week.	July (annually)	Head of People Operations and Services	Manager, Workplace Relations and Governance
8.3 Support and encourage all GWW employees to attend NAIDOC events.	July (annually)	Executive Sponsor	Team Leader, Internal Communications RAP Working Group People Leaders
9 Build a culturally safe and inclusive work environment for First Nations employees and stakeholders.			
9.1 Advocate for First Nations employees in enterprise bargaining agreements planning and discussions and maintain a First Nations representative on the staff consultative committee.	July 2027	Chair RAP Steering Committee	Chair RAP Steering Committee
9.2 Develop a Cultural Safety at GWW strategy based on recommendations from the Cultural Safety Audit and re-audit in two years.	December (annually)	Manager, Partnerships	Strategic Advisor Diversity and Inclusion Team Leader, First Nations Partnerships

Deliverable	Timeline	Accountability	Responsibility	
9.3	Conduct audits at GWW sites and ensure the Aboriginal and Torres Strait Islander flags are flown alongside the Australian flag at all sites and Acknowledgement of Country plaques and signage are clearly visible and maintained.	July (annually)	Head of Procurement and Property	Head of Procurement and Property Leader, First Nations Partnerships
9.4	When updating or creating any new documentation referenced in this RAP, ensure that First Nations specific content and perspectives are in alignment with reconciliation aspirations and commitment.	February (annually)	Executive Sponsor	Chair RAP Steering Committee
10	Ensure Traditional Owner perspectives, values and knowledge inform our water planning, water management and programs. Engage with Traditional Owners early in planning projects and ensure their perspectives, values and published positions (such as through Healthy Country Plans) inform decision making.			
10.1	Engage with Traditional Owners early in planning projects and ensure their perspectives, values and published positions (such as through Healthy Country Plans) inform decision making.	Review January, July 2026 and 2027	Head of Integrated Asset Planning	Team Leader, First Nations Partnerships Manager Sewer, Planning Manager, Water Planning
10.2	Engage with Traditional Owners to incorporate their perspectives and knowledge about water in our schools education program and community education initiatives.	Review August 2026 and 2027	Manager, Partnerships	Team Leader, Community Partnerships Advisor, First Nations Lead, Strategic Relationships Team Leader, Strategic Engagement
10.3	Explore opportunities to celebrate First Nations people's cultures and values through our infrastructure projects, for example interpretive signage, naming assets, artwork.	Review December 2026 and 2027	Head of Major Infrastructure Program Delivery	Team Leader, Project Feasibility Team Leader, Community Engagement Team Leader, Strategic Engagement
11	Work with First Nations people and businesses to undertake projects that celebrate First Nations cultures.			
11.1	Implement a minimum of one project annually engaging First Nations artists to produce traditional or contemporary images on a GWW asset.	Review December 2026 and 2027	Team Leader, First Nations Partnerships	First Nations Advisor
11.2	Develop a community project, engaging First Nations community, across an appropriate GWW site or asset.	December 2026	Team Leader, First Nations Partnerships	First Nations Advisor
11.3	Continue to acquire a First Nations artwork collection.	Review January 2026 and 2027	Team Leader, First Nations Partnerships	First Nations Project Officer



What's one thing you think that Australia should understand about reconciliation?

“ That it is about moving forward together, which involves first reconciling the past. Also that this is not something that is the responsibility of First Nations to hold - Non-First Nations people have an important role to play in carrying the load and acting as strong allies for reconciliation ”



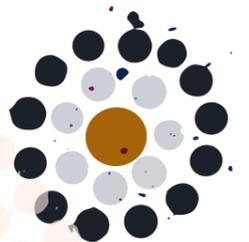
Opportunities

As a large employer and provider of essential services, GWW plays a critical role in supporting the growth, prosperity and wellbeing of the communities we serve across Melbourne's CBD, north and west. Creating meaningful opportunities with First Nations peoples, organisations and communities is central to this responsibility. By increasing pathways to employment, professional development and career progression, we strengthen our workforce with the diversity of perspectives and knowledge that drives innovation, resilience and better service outcomes.

Expanding procurement opportunities with First Nations businesses enables us to align our supply chain with our values, contribute to economic self-determination and deliver tangible benefits back to community. These opportunities are important for First Nations peoples and vital to our long-term success. As an anchor organisation, we can influence employment pathways, procurement practices and professional networks across our sector, creating broader economic and social outcomes that extend well beyond our business.

Deliverable	Timeline	Accountability	Responsibility
12 Improve employment outcomes by increasing First Nations recruitment, retention and professional development.			
12.1 Build understanding of current First Nations employment to inform future employment and professional development opportunities.	Review December 2026 and 2027	Head of Organisational Development and Performance	Head of Organisational Development and Performance
12.2 Engage with First Nations employees to consult on our recruitment, retention and professional development strategy.	Review March 2026 and 2027	Head of Organisational Development and Performance	Manager Learning Academy (Development), Manager People and Performance (Talent), Manager, Talent Acquisition (Recruitment)
12.3 Implement a First Nations recruitment, retention and professional development strategy that includes a guideline for identified positions and recruitment barriers.	June, December 2026 and 2027	Head of People Operations and Services, Senior Specialist Diversity and Inclusion	Manager Learning Academy (Development), Manager People and Performance (Talent), Manager, Talent Acquisition (Recruitment)
12.4 Advertise job vacancies to effectively reach First Nations stakeholders.	Review December 2026 and 2027	Head of People Operations and Services	Manager, Talent Acquisition
12.5 Review Human Resources and recruitment procedures and policies to remove barriers to First Nations participation in our workplace.	March 2026 and 2027	Head of People Operations and Services	Manager, Talent Acquisition Senior Specialist, Diversity and Inclusion
12.6 Maintain a First Nations traineeship program with an accredited service provider.	Review February 2026 and 2027	Head of Organisational Development and Performance	Manager, Learning Academy

Deliverable	Timeline	Accountability	Responsibility
12.7 Explore opportunities to leverage our industry partnerships across the region to create stronger pathways to employment for First Nations people.	Review February 2026 and 2027	Team Leader, Industry Partnerships	Advisor, Industry Partnerships
12.8 Explore opportunities to work with our delivery partners to improve employment outcomes and pathways for First Nations people across joint programs and projects.	February 2026 and 2027	Head of Infrastructure Project Management Office	Head of Procurement and Property
13 Increase First Nations supplier diversity to support improved economic and social outcomes.			
13.1 Develop and implement a First Nations procurement strategy.	December 2026	Head of Procurement and Property	Head of Procurement and Property
13.2 Identify room for growth with existing First Nations suppliers through an ongoing membership with Kinaway (Victorian Aboriginal Chamber of Commerce).	Review June 2026 and 2027	Head of Procurement and Property	Head of Procurement and Property
13.3 Develop and communicate opportunities for procurement of goods and services from First Nations businesses to GWW people.	June (annually)	Head of Procurement and Property	Head of Procurement and Property
13.4 Review and update procurement practices to remove barriers to procuring goods and services from First Nations businesses.	June (annually)	Head of Procurement and Property	Team Leader, Procurement
13.5 Develop and maintain commercial relationships with First Nations businesses.	Review October 2026 and 2027	Commercial Manager	Team Leader, First Nations Partnerships
13.6 Scope the development of an internal system to track procurement spend from First Nations businesses.	August 2027	Head of Procurement and Property	Head of Digital Utility





Governance

Strong governance is critical to embedding reconciliation in a way that is lasting, accountable and visible. At GWW, our RAP is overseen through a clear governance structure that ensures responsibility is shared and championed at every level. A steering committee provides strategic oversight, monitors progress and ensures alignment with our broader organisational goals. The committee is supported by a dedicated RAP Working Group that drives initiatives and conversations across the business. Our board and executive team play a pivotal role

in setting direction, modelling commitment and holding us accountable. We are committed to regularly reporting on our progress to our board, our people and our customers, making reconciliation a transparent and collective responsibility. In doing so, we not only keep ourselves accountable but also use our sphere of influence to demonstrate leadership in reconciliation across the water sector and the communities we serve.

Deliverable	Timeline	Accountability	Responsibility
14 Establish and maintain an effective RAP Working Group to drive governance of the RAP.			
14.1 Maintain First Nations representation on the RAP Steering Committee.	Review December 2026 and 2027	Chair RAP Steering Committee	Team Leader, First Nations Partnerships
14.2 Review and update a Terms of Reference for the RAP Steering Committee and the RAP Working Group.	February 2026	Chair RAP Steering Committee	RAP Secretariat RAP Working Group
14.3 Meet at least four times a year to drive and monitor RAP implementation.	Jan, Apr, Jul, Oct 2026 and 2027	Chair RAP Steering Committee	RAP Secretariat RAP Working Group
15 Provide appropriate support for effective implementation of RAP commitments.			
15.1 Embed resource needs for RAP implementation.	Review December 2026 and 2027	Chair RAP Steering Committee	Manager, Partnerships
15.2 Continue to engage our senior leaders and employees in the delivery of our RAP commitments.	Review Jan, Apr, Jul, Oct 2026 and 2027	Chair RAP Steering Committee	Chair RAP Steering Committee Chair RAP Working Group
15.3 Embed and maintain appropriate systems to track, measure and report on RAP commitments.	Review December 2026 and 2027	Chair RAP Steering Committee	RAP Secretariat
15.4 Maintain an executive sponsor from senior management.	Review December 2026 and 2027	Chair RAP Steering Committee	Executive Sponsor
15.5 Maintain a RAP Working Group.	Review December 2026 and 2027	Chair RAP Steering Committee	Chair RAP Working Group

Deliverable	Timeline	Accountability	Responsibility
16 Build accountability and transparency through reporting RAP achievements, challenges, and learnings both internally and externally.			
16.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we do not miss important RAP correspondence.	July 2026 and 2027	Team Leader, First Nations Partnerships	RAP secretariat
16.2 Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.	August (annually)	Team Leader, First Nations Partnerships	RAP Secretariat
16.3 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026 and 2027	Team Leader, First Nations Partnerships	RAP Secretariat
16.4 Report RAP progress to all GWW employees and senior leaders quarterly.	Jan, Apr, Jul, Oct 2026 and 2027	Chair RAP Steering Committee	Chair RAP Steering Committee
16.5 Publicly report our RAP achievements, challenges and learnings through our annual report and customer outcomes report.	October 2026 and 2027	Manager, Communications	Team Leader, Brand and Campaigns Senior Advisor, Customer Outcomes and Regulatory Policy
16.6 Participate in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2026	Team Leader, First Nations Partnerships	RAP Secretariat
16.7 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	August 2027	Chair RAP Steering Committee	RAP Secretariat
16.8 Provide RAP progress update to the board Culture, Wellbeing and Community Committee twice a year.	March, September 2026 and 2027	Executive Sponsor	Manager, Partnerships
17 Continue our reconciliation journey by developing our next RAP.			
17.1 Register via Reconciliation Australia's website to begin developing our next RAP.	March 2027	Team Leader, First Nations Partnerships	RAP Secretariat

Our thanks

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Contact

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Have you committed to doing something differently to contribute towards reconciliation? What is it, and how do you think it will make a difference?

“

I believe that growing my own awareness is the foundation for meaningful action. The more informed I am, the more respectfully and confidently I can contribute to reconciliation in my work and in the way I interact with others, challenge assumptions, and make inclusive choices.

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