



Innovate Reconciliation Action Plan

September 2026 – September 2028



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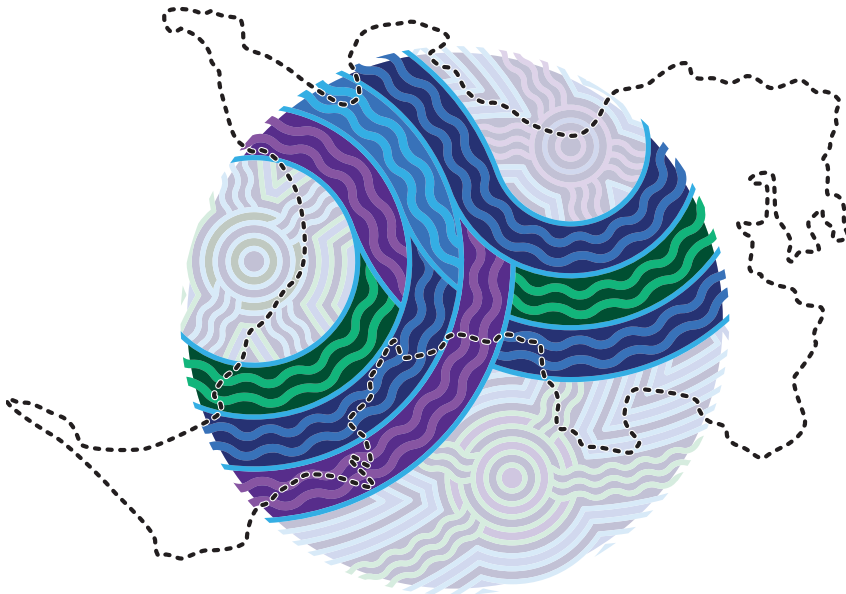
Reconciliation and building culturally safe environments is acknowledging truths that can be uncomfortable. It requires a willingness to listen and to do things differently – in our relationship building, in our asset planning, and in our day to day customer interactions and services.

South East Water’s Aboriginal artwork has been used throughout this plan and it’s more than a design - it’s a story that is integral to expressing South East Water’s commitment to reconciliation. It reflects who we are and who we strive to be - a respectful partner, a responsible water steward, and a committed ally in reconciliation.

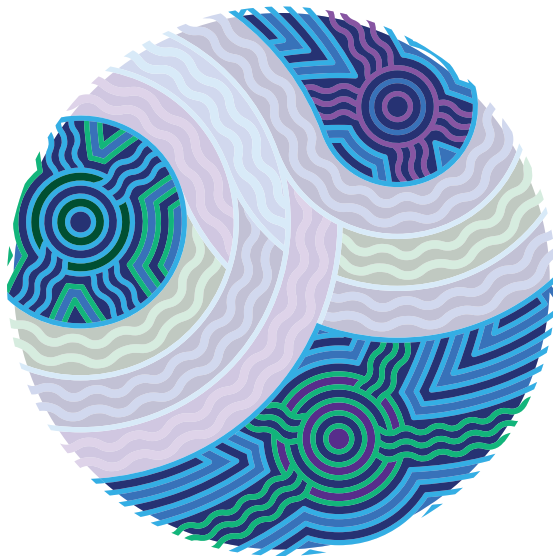
This artwork is a fresh, bright and bold and it symbolises the flow cycle of water - flowing in and flowing out.



The main trident formation that flows through the centre of the design is an abstract representation of the service region, where South East Water takes pride in its responsibility for Caring for Country.



The three circular meeting place symbols represent the fostering of genuine relationships with Traditional Owners based on respect, understanding and continuous learning. The meeting place symbols interconnect and are surrounded by pathways that represent these continuous connections.



About the artwork

The artwork was created by Marcus Lee and is a fresh, bright and bold design that symbolises the flow cycle of water – flowing in and flowing out.

Victorian First Peoples cultural expressions are represented throughout the design by a reimagined South East Water flow device.

The seven colours used are from the South East Water colour palette. The colour green has been included to symbolise growth and the life-giving aspects of water on the environment.

The design process

Throughout 2024 a project group made up of representatives from every group of the business participated in several workshops to help us understand why identity and connection is important, what truth telling means and our commitment to First Peoples communities in our service area.

We spent time on Country at Willum Warrain Aboriginal Gathering Place, where

our project working group developed our commitment statement. It demonstrates South East Water’s pledge to walk with First Peoples through genuine engagement and consultation, with a collaborative approach to supporting self-determination.

This statement, along with our values and style guide, was used to guide Marcus Lee in the creation of our First Peoples Visual Identity.

About the artist

Marcus Lee is the owner and creative director of Marcus Lee Design. Marcus draws on a creative understanding of First Peoples cultural expressions, while applying fresh directions to evolve and develop his design work towards a modern and contemporary aesthetic. Since 2000, Marcus has created many culturally

relevant landmarks for the First Peoples sector that tell engaging stories to diverse audiences. Born and raised in Darwin and now based in Melbourne, Marcus Lee is a proud descendant of the Karajarri people in Western Australia.

About us

At South East Water, our reconciliation actions are founded, first and foremost, on relationships and respect.

As we reflect on our past and look to our future, we see that meaningful connection with Traditional Owners and First Peoples isn't only about what we achieve together, but also how we walk alongside one another. Our Innovate Reconciliation Action Plan (RAP) embodies this relationship-centred approach – it's about creating space for genuine dialogue, mutual understanding, and shared growth.

Water has always been a connector of people and Country. It has given life to communities for thousands of years and continues to underpin the health and prosperity of our service region.

As we provide water services across Melbourne's southeast, we recognise that true reconciliation happens through the relationships we nurture day by day with First Peoples communities. This involves listening deeply to Traditional Owner knowledge, creating authentic connections that open doors for First Peoples within our organisation, and shaping our decisions through ongoing conversation and partnership.

Our previous Innovate RAP taught us that reconciliation isn't a destination but a continuous process of relationship-building. We've taken important steps together, but the path ahead is long and requires our sustained commitment to walking alongside one another.

This Innovate RAP represents our pledge to nurture these relationships with intention and care and to support First Peoples employment both within our organisation and through social procurement with First Peoples businesses.

The heart of our approach lies in our evolving relationships with the Bunurong, Boonwurrung, Wurundjeri Woi Wurrung and Gunaikurnai peoples. We acknowledge their profound connection to Country and recognise that our journey together is one of reciprocal learning and respect. Their wisdom enriches our understanding of what it means to care for Water and Country.

Our personal commitment, alongside our board and executive team, is to this relationship-based journey. We aspire for South East Water to exemplify how authentic partnerships with Traditional Owners and engagement with First Peoples customers and communities transforms not just what we do, but who we are as an organisation. This journey isn't about reaching a final destination but about walking together with purpose and respect.

This RAP guides our steps as we continue learning, growing, and deepening our relationships with First Peoples – creating a shared path that honours both our differences and our common humanity.





Willum Warrain – Pun Pun

The Mornington Peninsula’s Willum Warrain Aboriginal Association is showcasing First Peoples-led water innovation and cultural care, supported by a South East Water grant to enhance its culturally significant ‘Pun Pun’ (Bunurong for wetlands) and save water sustainably.

Willum Warrain, meaning ‘home by the sea’, is a gathering place located in Hastings running First Peoples cultural programs, events and activities for the community. It seeks to provide a safe, cultural space for First Peoples to gather on the Mornington Peninsula.

Willum Warrain is using a 2025 South East Water community grant for its ‘Water for our Pun Pun’ project that will plumb and trench an existing 3,000-litre tank to harvest rainwater and stormwater and redirect it to a creek swale running directly into the Pun Pun in summer and at times of low rainfall.

This climate resilient enhancement will reduce reliance on precious drinking water supplies and ensure the Pun Pun remains vibrant and sustainable during drier periods. With water levels kept higher, it will also ensure the Pun Pun’s resident turtles are kept alive during summer when the water would otherwise be very low.



Message from Reconciliation Australia

Statement from CEO Reconciliation Australia



Reconciliation Australia commends South East 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. South East 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 South East Water will continuously draw upon to create RAP commitments rooted in experience and maturity.

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

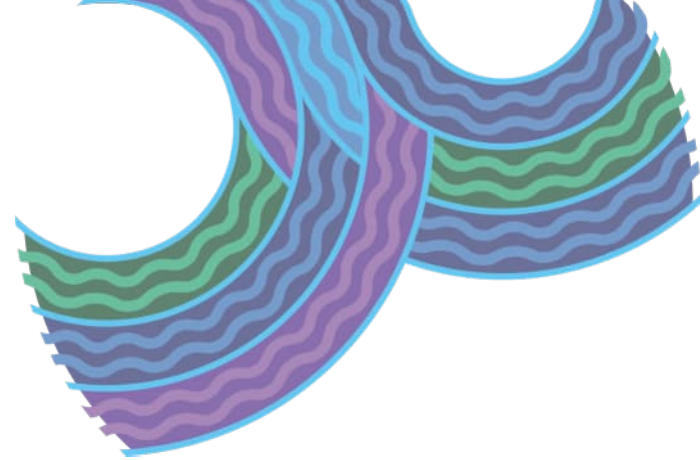
The RAP program’s emphasis on *relationships, respect, and opportunities* gives organisations a framework from which to foster connections with First Peoples rooted in mutual collaboration and trust.

This Innovate RAP is an opportunity for South East 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, South East Water will ensure shared and cooperative success in the long-term.

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

Congratulations South East 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

Embrace the profound connection between water, Country, and community that has sustained the First Peoples of Australia for millennia

At South East Water, we recognise the deep cultural, spiritual and ecological value of Water and Country. We are stewards of essential services on Traditional Lands, providing healthy water and cleaning wastewater for our customers, communities and the environment.

We envision a future where the wisdom of Traditional Owners – the Bunurong, Boonwurrung, Wurundjeri Woi Wurrung and Gunaikurnai peoples – is integrated into our approach to water management. This fusion of traditional knowledge with contemporary practices will create more sustainable and culturally enriched water services. Water is not merely a resource to be managed, but a living entity that connects people, place, and culture across generations. We are committed to building an organisation where First Peoples are empowered as leaders, decision-makers, and respected partners. Our workplace honours these cultures and embeds cultural safety into our operations,

enabling employees to thrive. As a catalyst for change in the water sector, we demonstrate how meaningful partnerships with Traditional Owners can transform environmental stewardship and create pathways for economic participation and self-determination.

Through genuine relationships built on trust, respect, and mutual understanding, we support healing, acknowledge past injustices, and create opportunities for shared learning. Active engagement with Traditional Owners and First Peoples communities ensures their voices shape our operations.

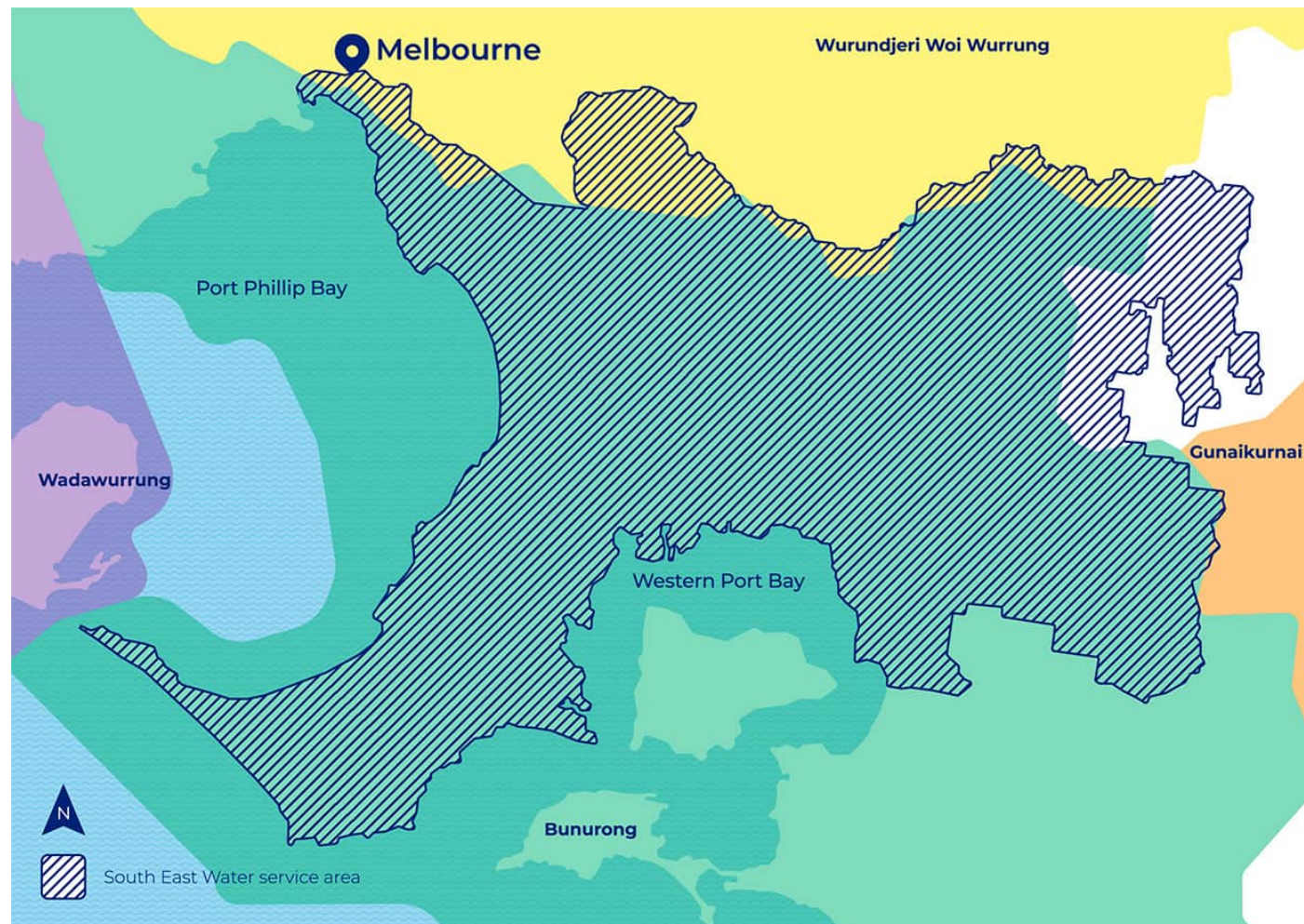
Our reconciliation journey supports the creation of a more equitable society, where the cultural heritage and knowledge of First Peoples are celebrated, and their enduring connection to Water and Country is respected. Together, we build a legacy of responsible water stewardship that benefits all communities while advancing reconciliation.

Our reconciliation vision will guide us as we:

- Walk alongside Traditional Owners in water resource management
- Create pathways for First Peoples economic participation
- Embed shared cultural knowledge across our business, informing our decisions, practices, and relationships
- Build partnerships that support self-determination
- Contribute to truth-telling through honest dialogue
- Lead industry transformation in First Peoples engagement.

This vision is our commitment to action, partnership, and positive change that will shape our organisation and communities for generations to come.





Traditional Owner lands and waters and South East Water's service area



Council areas within South East Water's service area

Our business

We're a metropolitan water corporation operating in Melbourne's southeast, established by the Victorian Government. We support healthy and liveable communities by delivering water, sewerage and recycled water services to over 1.8 million people (~30% of Melbourne's population) every day and every night. We manage almost \$5.5 billion in assets across our water and sewerage networks – including pipes, pumping stations, valves and water recycling plants that bring water to our customers and take waste away.

We operate on Bunurong/Boonwurrung, Wurundjeri Woi Wurrung and Gunaikurnai Country. Our service area covers 3,640 km² from Port Melbourne to Portsea and extends about 30 km east of Pakenham, spanning over 270 km of coastline.

Our workforce includes more than 950 dedicated employees, and we remain strongly committed to diversity and inclusion. We are actively working to increase representation of First Peoples within our organisation. Currently, 15 employees (1.3%) identify as First Peoples. Through our Innovate RAP, we continue to expand employment opportunities and build meaningful career pathways for First Peoples.

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Meaningful connection with Traditional Owners and First Peoples isn't only about what we achieve together, but also how we walk alongside one another. Their wisdom enriches our understanding of what it means to care for Water and Country.

”

Our Reconciliation Action Plan

We are developing our RAP to formalise our deep commitment to reconciliation and acknowledge our unique position as a water service provider on Traditional Lands. We recognise that water holds profound cultural significance for First Peoples, and we have a responsibility to incorporate Traditional Owner wisdom that may be shared with us into our water management practices. This RAP represents our structured approach to building meaningful relationships, creating opportunities, and contributing to positive change in our sector and broader community.

Our Managing Director leads our reconciliation journey, supported by our Executive Leadership Team who actively champion RAP initiatives across the organisation. The General Manager of Strategy and Stakeholder serves as the executive sponsor of our RAP, ensuring reconciliation remains a strategic priority and receives appropriate resources and visibility at the highest levels of our organisation.

Our RAP Working Group brings together diverse perspectives and expertise from across the organisation

and our stakeholder community. The group includes dedicated employees from across our organisation, with diverse roles in environmental management, treatment and recovery services, circular economy, people capability, procurement and community engagement. The Working Group includes three First Peoples members who provide essential cultural guidance and ensure our initiatives align with community needs and aspirations. Their involvement ensures our RAP development process is culturally appropriate with meaningful outcomes.

The collaborative approach between our internal leadership, RAP Working Group, and our partnerships with Traditional Owner and Aboriginal Community Controlled Organisations in our service area helps ensure our reconciliation initiatives are well-guided, properly resourced, and create lasting positive impact. This structure supports the delivery of meaningful outcomes while maintaining strong accountability to Traditional Owners and First Peoples communities.



Our reconciliation journey

Our reconciliation journey began with our first Innovate RAP in 2020, which established foundations for engagement with Traditional Owners and First Peoples communities. This initial phase helped us understand their unique connections to Water and Country, while identifying opportunities to create positive change within our organisation and industry.

Through our Innovate RAP implementation, we achieved several significant milestones. We engaged in respectful discussions with the Bunurong Land Council Aboriginal Corporation (BLCAC) regarding the potential for formal partnerships to support collaborative water management projects that integrate traditional knowledge; and proceeded in alignment with BLCAC's

self-determined preferences. Our procurement practices were improved to increase First Nations business participation, resulting in a 200% increase in Indigenous supplier engagement. We participated in a Victorian Public Sector Commission led summer internship program for Aboriginal and/or Torres Strait Islander university students looking for paid work experience during their summer semester break.

Key learnings from our first RAP journey have shaped our approach to this second RAP. We understand that meaningful reconciliation requires deep organisational change rather than surface-level initiatives. The importance of early and consistent engagement with Traditional Owners became evident, particularly in project planning stages. We learned that cultural safety must be

embedded across all aspects of our operations to create genuine inclusion. One of our most significant organisational shifts has been embedding Traditional Owner perspectives into aspects of our business through the establishment of our First Peoples team, the creation of a dedicated role to strengthen relationships in cultural heritage management and partnering with First Peoples organisations for the delivery of on-ground initiatives such as the construction of a Pun Pun (wetlands in Bunurong language). This shift has improved environmental outcomes while strengthening our relationships with First Peoples communities. We've also seen transformation in our workplace culture, with increased understanding and respect for First Peoples cultures among our team members.





“ Our reconciliation journey supports the creation of a more equitable society, where the cultural heritage and knowledge of First Peoples are celebrated, and their enduring connection to Water and Country is respected.

Relationships



We recognise that strong, respectful relationships between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians are fundamental to reconciliation and to our work.

As custodians of water resources on Traditional Lands, we strengthen our service

delivery through genuine partnerships with Traditional Owners. These relationships allow us to include cultural knowledge into how we manage water across and through Country, leading to improved environmental outcomes and more responsive services.



Action

1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.

Deliverable	Timeline	Lead role responsibility	Support role responsibility
We'll continue to meet regularly with Aboriginal and Torres Strait organisations in our service area, supporting Traditional Owner and ACCO preferences.	Monitor January 2027 and 2028	General Manager Strategy and Stakeholder	General Manager Liveable Water Solutions
Work in alignment with the Yoorrook Justice Commission's reports findings that advance equity for First Peoples within the water sector.	Monitor January 2027 and 2028	General Manager Strategy and Stakeholder	Group Manager Sustainable Water Solutions – Strategy and Stakeholder
Work alongside Traditional Owner corporations to support their objectives within the Water is Life Roadmap.	Monitor July and January 2027 and 2028	General Manager Strategy and Stakeholder	Group Manager Sustainable Water Solutions – Strategy and Stakeholder
Continue to work with the Baan dhum Djerring's working group partners to support Traditional Owners' water interests across the Greater Melbourne and Barwon region.	Monitor May 2026, 2027 and 2028	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Provide financial and in-kind resources to Traditional Owners for initiatives that support care for Country, waterways and community connections.	September 2027	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Include cultural heritage planning and engagement into the early stages of infrastructure project development including Master and Integrated.	April 2027	Resilient Communities – Liveable Water Solutions	Group Manager Circular Economy – Liveable Water Solutions

Action

2. Build relationships through celebrating National Reconciliation Week (NRW).

Deliverable	Timeline	Lead role responsibility	Support role responsibility
Circulate Reconciliation Australia's NRW resources and reconciliation materials to our team members.	May – June 2026, 2027 and 2028	Diversity and Inclusion Lead – People, Safety and Governance	Communications and Media Manager – Strategy and Stakeholder
RAP Working Group members and specific employees to participate in an external NRW event with Aboriginal and Torres Strait Islander organisations.	May – June 2026, 2027 and 2028	Diversity and Inclusion Lead – People, Safety and Governance	Senior Manager First Peoples – Strategy and Stakeholder
Reconciliation is when everyone can come together, participate and celebrate NRW. We'll continue to encourage and support team members as well as senior leaders to participate in at least one external event during NRW.	May – June 2026, 2027 and 2028	Group Manager Future Workplace – People, Safety and Governance	Senior Manager First Peoples – Strategy and Stakeholder
Organise at least one NRW event each year for team members involving external guest speakers or activities.	May – June 2026, 2027 and 2028	Group Manager Future Workplace – People, Safety and Governance	Diversity and Inclusion Lead – People, Safety and Governance
Register our NRW events on Reconciliation Australia's NRW website.	June 2026, 2027 and 2028	Group Manager Future Workplace – People, Safety and Governance	Senior Manager First Peoples – Strategy and Stakeholder

Action

3. Develop and implement an employee engagement strategy to raise awareness of reconciliation across our workforce.

Deliverable	Timeline	Lead role responsibility	Support role responsibility
Continue to encourage employees across our organisation to engage with and participate in reconciliation activities, including cultural awareness training, cultural immersion and volunteering.	Monitor July 2026, 2027, 2028	Group Managers – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Share publicly our ongoing journey toward reconciliation with the wider community.	Monitor and report April 2027, 2028	Group Manager Marketing, Communications and Engagement – Strategy and Stakeholder	Group Manager Sustainable Water Solutions – Strategy and Stakeholder
Leverage our influence to mobilise external stakeholders toward reconciliation focused outcomes in our work.	Monitor July 2026, 2027, 2028	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Work in partnership with RAP organisations and like-minded groups to foster creative solutions that support reconciliation	Monitor January 2027, 2028	Group Manager Marketing, Communications and Engagement – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Develop strategic engagement platforms that bring Aboriginal and Torres Strait Islander leaders together with our leadership team to build trust and shared understanding	April 2027	General Manager Strategy and Stakeholder	Group Manager Future Workforce – People, Safety and Governance
Promote and participate in water industry partnerships to facilitate joint efforts and greater collaboration with Traditional Owners and local Aboriginal communities.	Monitor September 2026, 2027, 2028	General Manager Strategy and Stakeholder	Group Manager Sustainable Water Solutions – Strategy and Stakeholder
Continue to collaborate with water industry partners to promote Traditional Owner and Aboriginal community interests	Monitor September 2026, 2027, 2028	General Manager Strategy and Stakeholder	Group Manager Sustainable Water Solutions – Strategy and Stakeholder
Engage with interested Aboriginal and Torres Strait Islander stakeholders to enable them to provide guidance and assist in achieving reconciliation outcomes and community inclusion.	Monitor April 2027, 2028	Group Manager Marketing, Communications and Engagement – Strategy and Stakeholder	Group Manager Resilient Communities – Liveable Water Solutions

Action

4. Promote positive race relations through anti-discrimination strategies.

Deliverable	Timeline	Lead role responsibility	Support role responsibility
The DEI Advisory Group will lead sixmonthly reviews of the antidiscrimination policy, reinforcing our shared commitment to fairness, respect, and inclusion through consistent organisationwide communication.	September 2026, 2027, 2028	General Manager People, Safety and Governance	Diversity and Inclusion Lead – People, Safety and Governance
Engage with Aboriginal and Torres Strait Islander team members and/or Aboriginal and Torres Strait Islander advisors to consult on our anti-discrimination policy.	September 2026, 2027, 2028	General Manager People, Safety and Governance	Diversity and Inclusion Lead – People, Safety and Governance
Maintain expectations that senior leaders and key employees complete cultural awareness training to deepen their understanding of how racism impacts individuals in the workplace.	January 2027, 2028	All General Managers	General Manager Strategy and Stakeholder
Provide organisation wide learning on the effects of racism, including customised content for executive and governance audiences.	July 2027	General Manager Strategy and Stakeholder	General Manager Strategy and Stakeholder

Respect



Aboriginal and Torres Strait Islander peoples knowledge is essential to improving water quality and environmental outcomes. Traditional Owner knowledge of ecosystems and water systems provides valuable insights for modern water management.

We build respect by engaging Traditional Owners in decision-making, strengthening cultural learning across our organisation, and protecting cultural heritage. This includes ongoing knowledge sharing and cultural training that supports culturally informed ways of working.



Action

5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.

Deliverable	Timeline	Lead role responsibility	Support role responsibility
Maintain a program of cultural awareness training, cultural learning and cultural immersion within our organisation.	September 2026–27	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Group Manager Marketing, Communications and Engagement – Strategy and Stakeholder
Our cultural learning, engagement and immersion will continue to be guided by engaging with local Traditional Owners and/or Aboriginal and Torres Strait Islander advisers.	September 2026–27	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Group Manager Future Workplace – People, Safety and Governance
Provide opportunities for RAP Working Group members, HR managers and other key leadership team members to participate in formal and structured Cultural learning.	July 2027	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Group Manager Future Workplace – People, Safety and Governance

Action

6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.

Deliverable	Timeline	Lead role responsibility	Support role responsibility
Continue to increase team members' understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.	July 2027	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Continue to implement, communicate and review a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.	September 2026	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Continue to invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Monitor July 2026, 2027, 2028	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Group Manager Marketing, Communications and Engagement – Strategy and Stakeholder
Continue to include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.	Review September 2026, 2027, 2028	All General Managers	General Manager Strategy and Stakeholder

Action

7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.

Deliverable	Timeline	Lead role responsibility	Support role responsibility
RAP Working Group to participate in an external NAIDOC Week event.	First week in July 2026, 2027, 2028	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Review the effectiveness of recently updated HR policies and procedures to remove barriers to team members participating in NAIDOC Week.	September 2026, 2027, 2028	Group Manager Future Workforce – People, Safety and Governance	Senior Manager First Peoples – Strategy and Stakeholder
Promote and encourage participation in external NAIDOC events to all Aboriginal employees.	First week in July 2026, 2027, 2028	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Group Manager Future Workforce – People, Safety and Governance



Opportunities



Creating opportunities for Aboriginal and Torres Strait Islander peoples is essential to achieving meaningful and lasting reconciliation. Employment, procurement, and business partnerships play a key role in supporting economic participation and self-determination.

We focus on increasing opportunities through targeted recruitment, career development, and engaging with First Nations businesses. By addressing barriers such as limited industry awareness and cultural safety, we create pathways to a more inclusive workforce.



Action

8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.

Deliverable	Timeline	Lead role responsibility	Support role responsibility
Engage with Aboriginal and Torres Strait Islander team members to consult on our recruitment, retention and professional development strategy.	September 2026	Group Manager Future Workforce – People, Safety and Governance	Diversity and Inclusion Lead – People, Safety and Governance
Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development approach, as part of our People Strategy establishment, with a particular focus on talent attraction and non-traditional employment areas and future proofing.	March 2027	Group Manager Future Workforce – People, Safety and Governance	Diversity and Inclusion Lead – People, Safety and Governance
Engage with Aboriginal-owned recruitment services and leveraging targeted channels to attract Aboriginal talent.	July 2026	Diversity and Inclusion Lead – People, Safety and Governance	People Partnerships and Talent Acquisition Manager – People, Safety and Governance
Explore the feasibility of establishing inclusive employment pathways covering internships, traineeships, and graduate programs	September 2027	Group Manager People Operations – People, Safety and Governance	Future Workforce Manager – People, Safety and Governance

We'll strengthen and include culturally safe practices across additional areas of the business by expanding cultural awareness training for managers and teams working with Aboriginal employees, continuing cultural leave provisions, and actively supporting truth-telling initiatives.	Annual Review July 2026, 2027, 2028	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Drive inclusive employment outcomes to attain 2% Aboriginal and/or Torres Strait Islander employment	Monitor September 2026, 2027, 2028	General Manager People, Safety and Governance	Group Manager Future Workforce – People, Safety and Governance
Investigate opportunities to enhance Aboriginal and/or Torres Strait Islander leadership within our governance structures, while continuing to support existing initiatives such as the Board Delegate Program, Customer and Community Advisory Council representation, and career pathways for Aboriginal employees	April 2027	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder

Action

9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.

Deliverable	Timeline	Lead role responsibility	Support role responsibility
Incorporate, develop and implement an Aboriginal and Torres Strait Islander procurement strategy as part of our Social Procurement Strategy that enhances Aboriginal and Torres Strait Islander business engagement	September 2026. Monitor September 2027, 2028	Head of Procurement and Contracts – Finance and Technology	Head of Procurement and Contracts – Finance and Technology
Maintain membership with Kinaway Chamber of Commerce Victoria Ltd and investigate Supply Nation membership.	September 2026, 2027, 2028	Group Managers – Finance and Technology	Head of Procurement and Contracts – Finance and Technology
Develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses.	April 2027, 2028	Head of Procurement and Contracts – Finance and Technology	Senior Procurement Manager – Finance and Technology
Continue to develop and expand commercial relationships with Aboriginal and/or Torres Strait Islander businesses.	July 2027, 2028	Senior Manager First Peoples – Strategy and Stakeholder	Senior Procurement Manager – Finance and Technology
Promote an Aboriginal and Torres Strait Islander preferred supplier list to employees via our social procurement guidance and communications.	July 2026, 2027, 2028	Head of Procurement and Contracts – Finance and Technology	Senior Procurement Manager – Finance and Technology
Establish, monitor, and report on direct procurement targets, including total spend and number of suppliers engaged with Aboriginal and/or Torres Strait Islander businesses. Targets and reporting should be tailored for the Executive Leadership Team and Senior Leadership Team, aligned to their respective budgets and areas of influence, and based on identified opportunities to engage these businesses.	September 2026, 2027, 2028	General Manager Finance and Technology	Head of Procurement and Contracts – Finance and Technology
Continue to measure and report on the social value and economic benefit that is achieved through direct and indirect spend with Aboriginal and/or Torres Strait Islander businesses.	July 2026, 2027, 2028	Senior Procurement Manager – Finance and Technology	Senior Manager First Peoples – Strategy and Stakeholder

Action

10. Collaborate with Aboriginal and Torres Strait Islander organisations to assist with health and wellbeing engagement outcomes.

Deliverable	Timeline	Lead role responsibility	Support role responsibility
Continue to provide hydration stations at Aboriginal and Torres Strait Islander community events.	Monitor July 2026, 2027, 2028	Group Manager Marketing, Communications and Engagement – Strategy and Stakeholder	Group Manager Sustainable Water Solutions – Strategy and Stakeholder
Continue to partner with Aboriginal gathering places to support community events and education about health, water and water bill support options.	Monitor July 2026, 2027, 2028	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Customer Care and Solutions Manager – Customer Experience
Work with local government and community services to identify locations for drinking water fountain installations in areas that will most benefit Aboriginal communities.	April 2027, 2028	Group Manager Marketing, Communications and Engagement – Strategy and Stakeholder	Group Manager Sustainable Water Solutions – Strategy and Stakeholder
Establish cultural heritage and environmental initiatives which create opportunities to directly support environmental sustainability and cultural heritage preservation aligned to the water industry.	April 2027, 2028	Group Manager Resilient Communities – Liveable Water Solutions	Group Manager Sustainable Water Solutions – Strategy and Stakeholder



Governance



Strong governance is critical to the successful delivery of our RAP. Clear accountability, oversight, and resourcing help include reconciliation across our organisation.

We support effective RAP governance through dedicated resourcing, clear governance structures and meaningful Aboriginal and Torres Strait Islander representation in decision-making. This approach strengthens accountability and supports sustained progress over time.



Action

11. Establish and maintain effective governance structures to support the delivery of RAP commitments.

Deliverable	Timeline	Lead role responsibility	Support role responsibility
Maintain Aboriginal and Torres Strait Islander representation on the RWG.	Monitor January 2027, 2028	General Manager Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Establish and apply a Terms of Reference for the RWG.	September 2026	General Manager Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
RWG to meet at least 4 times per year to drive and monitor RAP implementation.	March, June, September and December 2026, 2027, 2028	General Manager Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder

Action

12. Provide appropriate support for effective implementation of RAP commitments.

Deliverable	Timeline	Lead role responsibility	Support role responsibility
Define resource needs for RAP implementation.	September 2026	General Manager Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Continue to engage with our senior leaders and other team members in the delivery of RAP commitments.	September 2026, 2027, 2028	General Manager Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Report biannually on implementation of RAP commitments.	April/ September 2026–27, 2028	General Manager Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Maintain an internal RAP Champion from senior management.	Monitor January 2027 and 2028	General Manager Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Define and maintain appropriate systems to track, measure and report on RAP commitments	September 2026, 2027 and 2028	General Manager Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder

Action

13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.

Deliverable	Timeline	Lead role responsibility	Support role responsibility
Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date, to ensure we don't miss out on important RAP correspondence.	April 2026, 2027, 2028	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	July 2026, 2027, 2028	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	September 2026, 2027 and 2028	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Report RAP progress to all team members and senior leaders quarterly.	July/ September, January, April 2026, 2027 and 2028	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Publicly report our RAP achievements, challenges and learnings, annually.	September 2027 and 2028	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Strategy Stakeholder Group – Group Manager Marketing, Communications and Engagement
Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	September 2026	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder
Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2028	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder

Action

14. Continue our reconciliation journey by developing our next RAP.

Deliverable	Timeline	Lead role responsibility	Support role responsibility
Register via Reconciliation Australia's website to start developing our next RAP.	January 2028	Group Manager Sustainable Water Solutions – Strategy and Stakeholder	Senior Manager First Peoples – Strategy and Stakeholder



Conclusion



Our Innovate RAP embodies our enduring dedication to substantive reconciliation through decisive action and collaborative partnerships. This evolving framework guides our transformative journey toward fully integrating First Peoples wisdom and perspectives into water resource management, while fostering sustainable opportunities and spearheading reconciliation initiatives throughout Victoria's water industry.

Through the combination of executive-level championship, long-term financial commitment, and deep-rooted partnerships with Traditional Owners, we'll

implement comprehensive programs designed to create enduring positive change. Our strategic emphasis on cultivating cultural safety, expanding economic participation, and establishing shared governance frameworks demonstrates our unwavering commitment to achieving authentic reconciliation outcomes that benefit all communities.

In partnership with the Bunurong, Boonwurrung, and Wurundjeri Woi Wurrung organisations and their peoples, we're actively working toward a future where traditional ecological knowledge harmoniously

combines with modern water management practices to create more sustainable and culturally enriched water services. This RAP serves as our detailed roadmap toward realising this vision, establishing clear accountability measures and driving transformative change that will benefit both present and future generations.

The initiatives outlined in this document reflect our comprehensive approach to reconciliation across 4 key domains: Relationships, Respect, Opportunities, and Governance. Each domain contains specific, measurable actions designed

to create meaningful impact and sustainable progress. Through dedicated leadership engagement, cultural learning programs, economic participation initiatives, and robust governance structures, we aim to include reconciliation principles throughout our organisation.

Our commitment extends beyond internal transformation to industry-wide leadership in Indigenous engagement and cultural integration within the water sector. By sharing our learnings, collaborating with sector partners, and actively participating in broader reconciliation movements like the Victorian Treaty process,

we strive to contribute to systemic change across our industry.

This RAP represents not just a document, but a living commitment to creating a legacy of responsible stewardship that honours both cultural heritage and environmental sustainability. Through its implementation, we work toward a future where First Peoples connection to Water and Country is fully recognised, respected, and integrated into modern water management practices.





Get in touch

SEW.firstpeoples@sew.com.au

southeastwater.com.au

General enquiries **13 16 94**

TTY users **13 36 77** (enter 03 9101 5601)

Interpreter service **03 9209 0130**

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