



# Innovate Reconciliation Action Plan

April 2025 - April 2027









## Reconciliation Australia CEO message

Reconciliation Australia commends TRILITY Pty Ltd (TRILITY) on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

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

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

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

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

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

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

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

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

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

Karen Mundine  
Chief Executive Officer  
Reconciliation Australia



Francois Gouws  
Managing Director

## Managing Director statement

Three years on from the launch of our first Reflect Reconciliation Action Plan (RAP), it is my great pleasure to present TRILITY's significant milestone in our journey, the Innovate Reconciliation Action Plan (RAP) 2025 - 2027.

This plan builds on the solid foundation of our Reflect RAP and provides a platform for future reconciliation initiatives. As we progress on our journey of reconciliation, exploring the impact that we can deliver within the three pillars of relationships, respect and opportunity, we will remain committed to turning our good intentions into actions and establishing a strong approach to advancing reconciliation both internally and within TRILITY's sphere of influence.

TRILITY's Innovate RAP sets out the initiatives we will undertake to develop meaningful relationships with and create sustainable opportunities for Aboriginal and Torres Strait Islander Peoples. It also formalises and strengthens TRILITY's ongoing commitment to fostering stronger connections and builds on several established initiatives and partnerships we have developed on our ongoing journey to reconciliation.



Our Innovate RAP is a testament to our core values of Integrity, Progressiveness, and Commitment. It was crafted by our dedicated RAP Working Group, a team of passionate Aboriginal and non-Indigenous members committed to advancing our reconciliation journey. I want to take this moment to acknowledge their hard work and dedication. They are our RAP champions who will ensure our agreed actions are successfully implemented.

We are an Australian and New Zealand company committed to being a 'partner of choice' in delivering water, wastewater, and environmental services. By progressing our RAP, we will better appreciate the vital role of strong relationships and mutual understanding with Aboriginal and Torres Strait Islander peoples in successfully achieving this commitment.

Water is a vital resource for all Australians. We deeply respect the wealth of knowledge held by the Traditional Owners who have been managing Country sustainably for over 60,000 years. We recognise and appreciate the ongoing, invaluable contributions that Aboriginal and Torres Islander peoples and their communities make to the Australian community.

I am delighted to endorse this Plan and look forward to the progress we will make in our journey towards reconciliation. Furthermore, we will encourage all our employees, customers, and business partners to support the initiatives we have identified in our Innovate RAP because we are eager to see the positive impact of our collective efforts and the strides we will take towards a sustainable and prosperous future for all Australians.



Francois Gouws  
Managing Director



# Our Business

TRILITY's core business is delivery of water, wastewater and environmental services. TRILITY is involved in the delivery of 100s of water infrastructure projects, currently servicing over 550 facilities. Our solutions are built on our heritage and our expertise, a dedication to do it right, and a passionate commitment to provide our services effectively, efficiently, safely and responsibly.

We work alongside our partners in optimising their facilities, processes and performance – creating value through the full water and wastewater cycle, enhancing their competitiveness and protecting the environment. Our approach and design principles to water management and environmental solutions use our experience, innovation and proven technology to develop a solution to suit each client's needs.

TRILITY plays a vital role in our modern world by providing water, wastewater and environmental solutions which contribute to a better quality of life for those communities we serve, across Australia and New Zealand. We have extensive operations, spanning from the far south of Tasmania to the most northern tip of the country and across the Tasman.

TRILITY has operated in Australia since 1993. Previously known as United Utilities, we have a 25-year track record of delivering significant water infrastructure projects in Australia and successfully operating them for our clients. Some of our projects have included finance, design, construction, operations and maintenance as a complete service offering, making us a leader of DBFO / BOOT project delivery of water infrastructure in Australia.

We have designed, built and / or operate over 70 treatment plants in Australia with a combined capacity of 1,800 megalitres per day through our national workforce of approximately 300 people. These plants fall under 21 operating contracts incorporating DBFO, BOOT, DBO, D&C and O&M contract models. Several of these contracts have included financing of the project.

We have extensive operations, spanning from the far south of Tasmania to the most northern tip of the country and across the Tasman. Our business combines many services, solutions, products and applications to suit each client's needs. We keep pace with rapidly evolving technology, markets, regulations and climate conditions.

TRILITY has ten employees who have notified us that they self-identify as Aboriginal and/or Torres Strait Islander people. Within this RAP, we will explore culturally appropriate ways to ensure there are opportunities for all staff to self-identify to build great understanding of our employee base.

TRILITY is broadly a national company, with most of our operations in regional areas of Australia. TRILITY has offices in Adelaide (x2), Melbourne (x2), Gold Coast, NSW Central Coast, Perth, and Launceston. TRILITY also has staff permanently based at more than 40 operational locations around Australia.



TRILITY team members Matt Reusch, Maintenance Coordinator and Jane Stokeld, Water Quality Engineer - Townsville City Council Water Supply Upgrade Project, Queensland



Smoking ceremony (conducted by Daniel Chalker), turning of the soil event Macarthur Water Filtration Plant, New South Wales



# Our Vision

Our vision for reconciliation is an Australia that embraces unity with a national culture that offers equal opportunities for Aboriginal and Torres Strait Islander peoples.

As a water and environmental business, we see our role; as supporting equitable access to clean drinking water and safeguarding the environment for Aboriginal and Torres Strait Islanders by leading the way in water and environmental services. We aim to provide equal opportunities within our business and through our business partnerships and create an inclusive and diverse workplace that is culturally safe, rich, and proud.



# Our Values

A key corporate value is Integrity. We act with integrity in everything that we do. We will see each other:

- Treating everyone with honesty, fairness and respect
- Recognising the contributions of others, great and small
- Admitting and learning from mistakes
- Being open and transparent, and openly sharing knowledge and information
- Recognising and fulfilling our responsibility to the community and to the environment
- Acting and communicating in a way that engenders trust
- Being comfortable to communicate openly and honestly with each other
- Using appropriate language and behaving professionally

The main reason for developing a RAP is that we believe it is the right thing to do and it aligns with the general expectations of our staff, customers and the communities within which we operate. The aim of this plan is to provide further opportunities for Aboriginal and Torres Strait Islander people in our workplace, better use our purchasing and supply chain to provide opportunities for Aboriginal and Torres Strait Islander businesses, better targeting of community initiatives and promoting better understanding between all Australians.

It will further embed Integrity in our organisation through some of the points listed above. It will formalise ad hoc local community initiatives. It will see TRILITY proactively seeking to provide better economic and social opportunities for Aboriginal and Torres Strait Islander people. As a company we aim to better understand the rich histories and cultures of Aboriginal and Torres Strait Islander peoples.

A secondary reason for developing a RAP is to support business growth opportunities.

As a company we aim to work with Aboriginal and Torres Strait Islander peoples to address social, economic and cultural barriers.

We are committed to ethical values and principles that promote equal opportunities in all aspects of people management and business practice. A key component of this is our commitment to providing opportunities for Aboriginal and Torres Strait Islander people.



# Our Working Group

Our Managing Director, who is passionate about having a RAP, is the senior sponsor and champion for the RAP within the company. The RAP Working Group includes the following staff:



**Francois Gouws**  
Managing Director  
and RAP Champion



**Greg Wood**  
Regional Operations Manager  
(NSW, Victoria and Tasmania)



**Matt Dawson**  
General Manager Solutions  
and SMT RAP Representative



**Tara Greenhalgh**  
Project Administration and  
Proposals Lead  
(Modular Solutions)



**Caroline Kerkhof**  
Head of Communications



**Rebecca Randall**  
Senior Process Engineer and  
RAP Facilitator



**Bronwyn van der Zant**  
Manager Human Resources

TRILITY seeks advice, when required, from the appropriate Aboriginal and Torres Strait Islander Advisory Groups to ensure our business is conducted in a culturally sensitive manner.



# Our Journey

**2019:** Together with Sydney Water, TRILITY and its project partners officially launched construction of the upgrade works at the Macarthur Water Filtration Plant with Glenda Chalker, a proud Dharawal woman and her son Daniel, a proud Dharawal man, who conducted a Smoking Ceremony that cleansed the way for new beginnings.

**2019:** Partnering with WIOA to sponsor their 'Kwatye Cultural Recognition Award'. The award focuses on those who have gone above and beyond to further inclusion, connection and belonging for co-workers, community members and people from disadvantaged and marginalised groups. This partnership continues today.

**2023:** TRILITY implemented a new Indigenous Procurement Policy aimed at supporting First Nations businesses by ensuring they have equitable access to procurement opportunities. To facilitate this, we have modified our financial practices to include identifying and tracking First Nations suppliers and developing a new reporting tool to monitor and track our procurement spending with First Nations businesses. Since implementation, we have seen increased procurement spend with First Nations businesses, enhanced relationships, greater organisational awareness and positive feedback, underscoring our commitment to diversity, equity, and inclusion.

**2023:** Providing a space for others to learn; TRILITY worked with Behind Closed Doors (BCD provides structured memberships, coaching and mentoring, and leadership programs exclusively for women nationally), local Aboriginal cultural awareness, and educator Kuma Kaaru to conduct cultural training sessions for BCD members.

**2023:** In Riverland, South Australia, TRILITY, through its Riverland Water operations, works with the local Councils by supporting local community projects. One such project is the "Barmera Hospital Healing Place", which is to provide a cultural healing site.

Its proximity to Barmera Hospital creates an inviting community space for people waiting for medical appointments and treatment and for hospital visitors to spend some time in often anxious circumstances.

**2023:** Designing and building drinking water solutions that will help transform young lives - Operation Flinders is a not-for-profit organisation that transforms the lives of young people through quality, remote outback adventure programs. The Foundation works to transform the lives of young people from the age of 13 to 18. The core 8-day program is held in the northern Flinders Ranges Adnyamathanha (Adnyamathanha means 'Rock People') land, where young people trek up to 100km, experience abseiling, Indigenous culture, and bushcraft, and build self-confidence through challenging themselves.

The property where these programs are run relies mainly on rainwater and, if required, groundwater to water the participants and volunteers, occasionally surrounding Indigenous communities, and revegetate the land.



**2019/20:** Upskilling Traditional Landowners - TRILITY believes that Traditional Owners must be invited to participate in delivering water to their communities. That is why we work with Traditional Owners, where possible, to upskill Aboriginal and/or Torres Strait Islander people and enable them to manage and operate their communities' water facilities. The most apparent contracts where this has occurred in the Northern Peninsula Area Water Supply System (also known as the Bamaga) and when we were commissioned to work with the Aboriginal Shire of Doomadgee.

**2021:** Engaging Dr Jenni Caruso to share her life's journey as one of 'The Stolen Generations' (also known as Stolen Children) through narrative and presentation with TRILITY employees and guests in an event associated with Ozwater 2021 - a truly impactful experience for all in attendance.

**2022:** Partnering with a First Nations business to learn more about Kurna culture, history, and language through internal cultural awareness and language workshops conducted by Kuma Kaaru and educator Jack Buckskin.

**2021:** TRILITY commissioned David Booth, a proud Warumunga / Yuggera man who was born on Yuggera Country in Brisbane. David now lives on Peramangk Country in the Adelaide hills. He maintains a strong connection to the Ngarrindjeri / Peramangk people through his partner and children to conduct a series of Aboriginal artwork shops where our employees were taught about Aboriginal culture and symbols. These workshops contributed to our RAP artwork.

**2024:** TRILITY partnered with TradeMutt to develop a 'FunkyShirt Friday' shirt to promote change in the culture surrounding mental health; TRILITY deliberately incorporated its reconciliation artwork into the shirt to further encourage and support our commitment to our journey for reconciliation across our organisation and our sector.

**2024:** During National Reconciliation Week (NRW) 2024, TRILITY were fortunate enough to show its appreciation to Tyson Lindsay for his involvement with the Barmera Hospital Healing Place, a community initiative that TRILITY and Riverland Water contributed to. TRILITY did this by supporting Tyson's sons, Jy and Ky, in their inaugural SAPSASA journey by gifting them both a pair of boots and a Crows guernsey.

**Ongoing:** Ensuring that all TRILITY employees receive timely communications of Reconciliation and NAIDOC week activities in their regions to entice their involvement.

**Note:** We have used the kangaroo hindpaw imprint to illustrate the progression of our reconciliation journey

**2024:** Display our original RAP artwork in TRILITY's Adelaide office and a digital canvas copy in all TRILITY offices across Australia.





David Booth  
First Nations Artist

## The Artist

### David Jampin Brunette - Booth

A proud Warumunga / Yuggera man, born on Yuggera Country in Brisbane, David now lives on Peramangk Country in the Adelaide hills, and maintains a strong connection to the Ngarrindjeri / Peramangk people through his partner and children.

Always proudly connected to culture, family and Country, as a young boy he learnt from a variety of cultural leaders, teachers, Elders and traditional knowledge holders in different areas of this beautiful country.

**Aboriginal People have a deep and spiritual connection with land and water and have passed down this knowledge through songs, dances, stories and art for thousands of years.**



# Our Rap Artwork

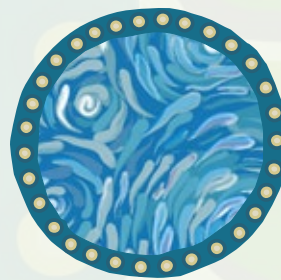
Aboriginal and Torres Strait Islander Peoples have deep and spiritual connections with lands and waters and have passed down this knowledge through songs, dances, stories and art for thousands of years.



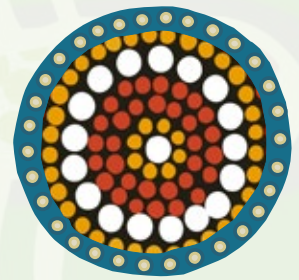
The central meeting point with the coloured U shapes represent the diversity of people with the footprints showing their journey coming together.



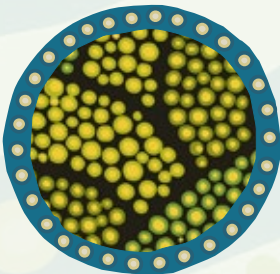
The handprint represents ancestors and elders with the Kangaroo tracks showing journey moving forward.



The blue swirls are representing life sustaining water.



The red dotted areas represent the dry sections of Country.



The green arches stacked represent the hills with men's tools for hunting.



The pink area represents the women and their tools for gathering.



The green within the brown represents the regrowth of plants and food from the seasonal rain.



The brown circles represent the traditional burning of Country.



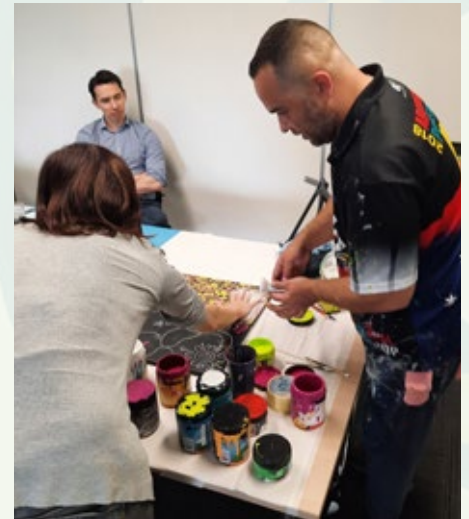








# Creating connection to First Nations People and Reconciliation



In the spirit of Reconciliation and in preparation for TRILITY's RAP artwork piece, TRILITY held a number of workshops where our people came together with a local First Nations Artist, David Booth, to learn about Aboriginal art. The workshops formed part of our commitment to reconciliation by providing opportunities for our employees to connect and get better understand First Nations people's connection with Country as a place of belonging, and relationships to storytelling.

The workshops were held during National Reconciliation Week, and everyone that attended got to create and paint their own piece of 'storytelling artwork'. David then used elements from each of the artworks and weaved them into the overall design of TRILITY's Reconciliation Action Plan (RAP) artwork. The sessions were held both in person and over Zoom, and each of our employees that attended felt they had gained a better connection to our First Nations People, as described by our Managing Director.

"At first, I thought an hour out of my day doing artwork was possibly not the best use of my time. However, I found it beneficial as I now understand storytelling through art, and I gained more insight into our First Nations Peoples. I also have a far better appreciation for all artwork now" Francois Gouws, TRILITY Managing Director

[We invite you to watch the video to hear David's narrative and the story behind TRILITY's RAP artwork.](#)

TRILITY is privileged to have worked with David, a proud Warumungu Tennent Creek, NT and Yuggera, Brisbane man who also has connections to Peramangk and Ngarrindjeri through his partner and children.





'Storytelling' by First Nations artist, David Booth



Our unwavering commitment to understanding the Traditional Landowners' cultures and their connections to yarta (land in Kurna) and kauwi (water in Kurna) is a testament to our dedication to reconciliation. This journey is a slow and steady learning process, but we are steadfast in our resolve to positively contribute and constantly seek ways to educate our people.

Our RAP journey, while we still have a long way to go, has been filled with rewarding and educational experiences. We have chosen four diverse stories to explore: our RAP artwork, upskilling Traditional Landowners to manage their water facilities, our exploration of Aboriginal cultures, and our initiatives to reshape the conversation around mental health. Each of these stories has not only rewarded us but also enriched our understanding of reconciliation and the Aboriginal cultures. Each of these stories has left a significant mark on TRILITY's path to reconciliation, enhancing and shaping our understanding and actions.

On page 16 you will discover the compelling story behind our RAP artwork and be introduced to the remarkable and talented First Nations artist, David Booth, whose work has played a pivotal role in our journey.



Francois Gouws TRILITY MD, elder Uncle Graham and Phil de Groot TRILITY Operations and Maintenance Manager Upper South Creek at the Upper South Creek SOD turning event



# Upskilling Traditional Landowners

TRILITY believes it is important to work with Traditional Landowners, where possible, to upskill people so that they can manage and operate their own water facilities.

One example of where TRILITY has supported the upskilling of local communities is in Doomadgee, Queensland. Doomadgee, a town and a locality in the Aboriginal Shire of Doomadgee, struggles to maintain its water treatment assets adequately. To assist with this, we routinely send one of our skilled operators to the area to upskill and assist the local community with their operations and maintenance activities.

Furthermore, when TRILITY operated the Northern Peninsula Area Water Supply System (also known as Bamaga), the contract provided service delivery and potable water provision to five Indigenous communities within the Northern Peninsula Area (NPA). To ensure involvement from the local Aboriginal and Torres Strait Islanders, TRILITY sought to employ operators locally. Each local plant employee undertook a Certificate III in Water Operations.

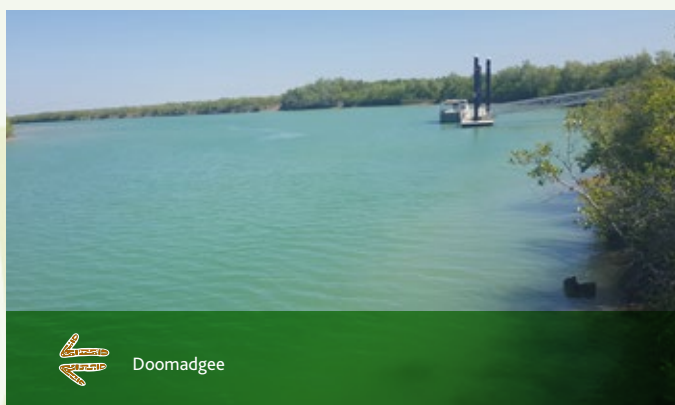
One employee joined us under a Traineeship Program after completing a work experience program through the local high school. TRILITY covered the training costs, and we partnered with the local high school to provide work experience opportunities to increase local Aboriginal and Torres Strait Islander peoples employment .



Doomadgee Aboriginal Shire. Image: abc.net.au



Managing Director, Francois Gouws with TRILITY employee at the northern most tip of Australia



Doomadgee



Local TRILITY employees



# Expanding our knowledge of Kaurna

South Australians are fortunate because the local Kaurna people have a deep and growing understanding of their cultures, and they have several educators sharing their knowledge so that we can better understand Kaurna yarta (Kaurna land) and its peoples.

Understanding that cultural awareness increases cultural resurgence and strengthens relationships between Aboriginal People and the wider community, TRILITY partnered with a First Nations business to learn more about Kaurna cultures, histories, and language through internal cultural awareness and language workshops.

Kuma Kaaru educator Jack Buckskin conducted workshops where he took our South Australian team through Kaurna culture, kinship, land, and language. The team were taken through various elements, first learning the complex system of kinship structures, roles and responsibilities, and connection to culture and Country.

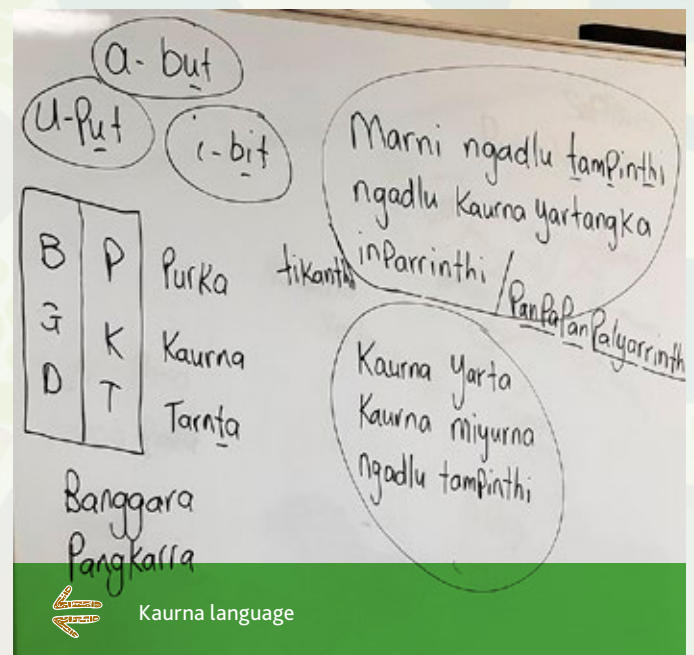
Then, they moved into where they sat concerning Aboriginal "Warninhari" family structure, how to greet and introduce themselves in Kaurna, and a simple acknowledgement of their Traditional Landowners.

While these workshops were held in South Australia, we are always looking for ways to expand our knowledge of our Traditional Landowners, and we plan to expand our cultural workshops with the relevant Traditional Landowner groups across the nation.

Not only is it a privilege, it's also essential that our people learn about our Traditional Landowners. Through workshops such as this, our people gain a better understanding of our Traditional Landowners and a desire to learn more.



Jack Buckskin conducting the Kaurna language workshop



Kaurna language



## Worn with pride

What started as an idea from one of our young technicians to support mental health awareness in our sector soon expanded in a way that provided us with a dual gesture in support of mental health and further promoted our reconciliation journey.

After seeking permission from our talented First Nations artist David Booth to use our RAP artwork, TRILITY partnered with TradeMutt to develop a 'FunkyShirtFriday' shirt to promote change in the culture surrounding mental health. We deliberately incorporated our reconciliation artwork into the shirt to further encourage conversation about our design and support our commitment to our journey for reconciliation across our organisation and our sector.

Our people wear our 'FunkyShirtFriday' shirts with pride. They are a real conversation starter, allowing us to show our commitment to talking openly about mental health and our journey to reconciliation.

As our journey continues, we plan to grow and develop our knowledge of our Traditional Landowners and their spiritual, physical, social, and cultural connections to land and water.

**"In the learning borne of country is the light that nourishes the world."**

**Ambelin Kwaymullina, Aboriginal lawyer**

**Source: Meaning of land to Aboriginal people - Creative Spirits**



Our Yatala team wear their Funky Shirt Friday shirts with pride (L -R): Dan Robertson, Matthew Lay, Cailin Bobberman, Lenore Packness, Lionel Jackson and Glen Zipf







## Our Innovate RAP journey begins

In March 2021, TRILITY commenced our Reflect RAP and committed to 30 actions covering the themes of Relationships, Respect, Opportunities, and Governance. We are proud to say that we have completed these actions and are now working towards achieving our Innovate RAP actions.

As a summary of our achievements and progress towards reconciliation, we have a dedicated page on the TRILITY intranet that contains a wealth of information for anyone interested in learning more about what reconciliation means. The page also identifies stakeholders we can work with, Aboriginal and Torres Strait Islander cultures and histories, and TRILITY's actions to fulfil its Reflect and newly developed Innovate commitments. To improve opportunities for First Nations people, we ensure that all vacancies are advertised on an Aboriginal employment website, and we have a small team working on what more we can do to provide appropriate opportunities for First Nations people.

We continue to evaluate and modify our procurement policies and procedures to include consideration and enable the recording of procurement from First Nations businesses. In addition, we have a team of Indigenous Procurement Champions from the key procurement roles across the organisation who are committed to actively looking for opportunities to increase our spend with First Nations businesses in line with TRILITY's Indigenous Procurement Policy. This is an important step towards facilitating opportunities for First Nations people outside our organisation.

The following pages detail TRILITY's Innovate RAP actions and deliverables.





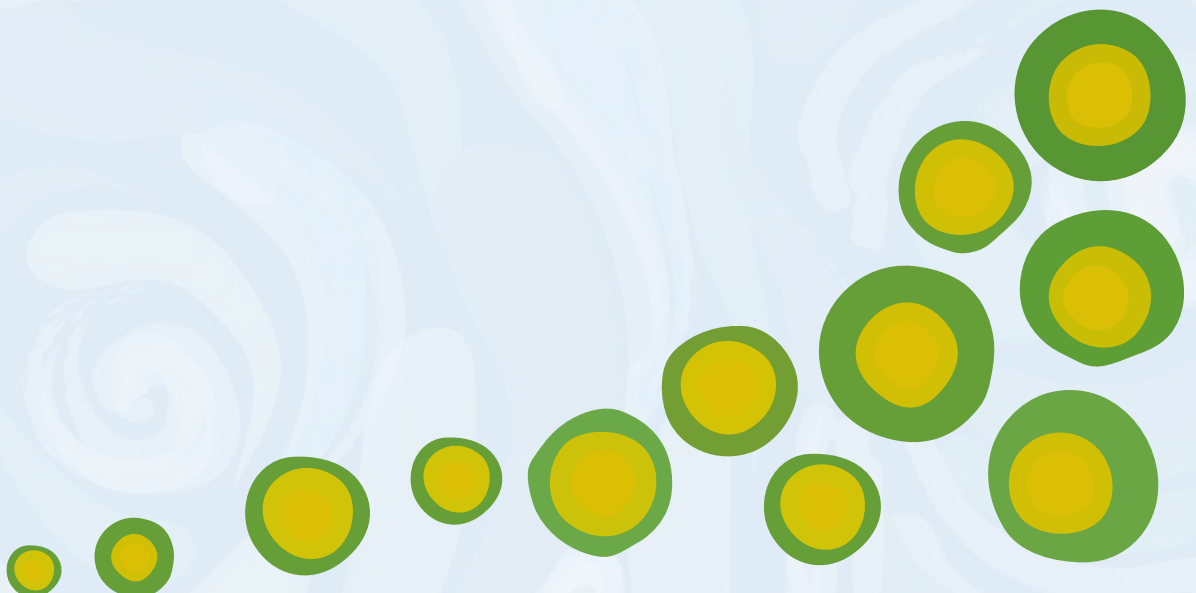
# Relationships

Action	Deliverable	Timeline	Responsibility
1. Continue to establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	• Meet with local Aboriginal and Torres Strait Islander stakeholders and organisations to develop guiding principles for future engagement.	September 2026	RAP Champion
	• Develop and implement an engagement plan to work with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2026	RAP Champion
2. Continue to build relationships through celebrating National Reconciliation Week (NRW).	• Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff.	May 2025 and 2026	Head of Communications
	• RAP Working Group members to participate in an external NRW event.	27 May - 3 June, 2025 and 2026	RAP Working Group
	• Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May - 3 June, 2025 and 2026	Head of Communications
	• Aim to organise at least one NRW event each year.	27 May - 3 June 2026	Head of Communications
	• Register all our NRW events on Reconciliation Australia's NRW website: <a href="http://www.reconciliation.org.au/national-reconciliation-week/">www.reconciliation.org.au/national-reconciliation-week/</a>	September 2026	Head of Communications
3. Promote reconciliation through our sphere of influence.	• Develop and implement a staff engagement strategy to raise awareness of reconciliation across our workforce.	May 2026	Head of Communications
	• Communicate our commitment to reconciliation publicly.	September 2025	Head of Communications
	• Explore opportunities to influence our external stakeholders to drive reconciliation outcomes positively.	May 2026	Head of Communications
	• Make digital versions of our RAP artwork available for use as required across the business for example: the employee newsletter in the "Reconciliation and Inclusion and Diversity" section, the TradeMutt Funky Shirt Friday Shirt, employee utility cases, and bid submissions etc.	April 2027	Head of Communications



We are committed to building two-way relationships and meaningful connections with Aboriginal and Torres Strait Islander businesses and people to create economic opportunities and educate our workforce about the importance of reconciliation. This is critical to building trust, sharing knowledge, growing our business, and continuing to advance our collective understanding of Aboriginal and Torres Strait Islander cultures.

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> <li>Continue to build and maintain our RAP resources on our internal intranet as required.</li> </ul>	Annual review December 2025	Head of Communications
	<ul style="list-style-type: none"> <li>Collaborate with RAP organisations and other like-minded organisations to develop innovative approaches to advance reconciliation.</li> </ul>	September 2026	Head of Communications
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> <li>Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions and future needs.</li> </ul>	May 2026	Manager Human Resources
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate an anti-discrimination policy for our organisation.</li> </ul>	September 2026	Manager Human Resources
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff and/or advisors, such as Kuma Kaaru, to consult on our anti-discrimination policy and to investigate the development of a racism and bullying training module.</li> </ul>	May 2026	Manager Human Resources/ Head of Communications
	<ul style="list-style-type: none"> <li>Educate senior leaders on the effects of racism and our processes for racism</li> </ul>	September 2025	Manager Human Resources





# Respect

Action	Deliverable	Timeline	Responsibility
5. Through cultural learning, increase understanding, value, and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights.	<ul style="list-style-type: none"> <li>Conduct a review of cultural learning needs within our organisation.</li> </ul>	May 2026	Manager Human Resources
	<ul style="list-style-type: none"> <li>Consult local Traditional Owners and/or Aboriginal and Torres Strait Islander advisors to inform our cultural learning strategy.</li> </ul>	September 2026	Head of Communications
	<ul style="list-style-type: none"> <li>Continue to work with local Aboriginal and Torres Strait Islander cultural educators to:               <ul style="list-style-type: none"> <li>assist with language interpretation, translation and education</li> <li>provide advisory services</li> </ul> </li> </ul>	September 2025	Manager Human Resources/ Head of Communications
	<ul style="list-style-type: none"> <li>Engage Kuma Kaaru or similar to participate in TRILITY Ozwater 2025 - associated events.</li> </ul>	May 2025	Head of Communications
	<ul style="list-style-type: none"> <li>Develop, implement, and communicate a cultural learning strategy document for our staff.</li> </ul>	May 2026	Manager Human Resources
	<ul style="list-style-type: none"> <li>Engage Aboriginal and Torres Strait Islander businesses to replicate our RAP artwork for application on internal windows and offices in our Administration office in Adelaide and roll out to other offices nationwide.</li> </ul>	February 2026	Head of Communications
	<ul style="list-style-type: none"> <li>Provide opportunities for RAP Working Group members, HR managers and other key leadership staff to participate in formal and structured cultural learning.</li> </ul>	September 2025	Manager Human Resources
	<ul style="list-style-type: none"> <li>Consult with Traditional Owners regarding the use of language in when developing Water Operations training packages in a culturally sensitive way.</li> </ul>	September 2025	Head of Communications
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols.</li> </ul>	September 2025	Head of Communications



We acknowledge and recognise Aboriginal and Torres Strait Islander people as the First Australians and we are committed to building a culture of respect to benefit Aboriginal and Torres Strait Islander people and businesses, while enhancing our ability to deliver innovative solutions for our clients.

Action	Deliverable	Timeline	Responsibility
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> <li>Maintain and continue communicating a cultural protocol document, including protocols for Welcome to Country and Acknowledgement of Country.</li> </ul>	Completed and reviewed annually in September	Head of Communications
	<ul style="list-style-type: none"> <li>Invite a local Traditional Owner or Custodian to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.</li> </ul>	September 2025	Head of Communications
	<ul style="list-style-type: none"> <li>Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings.</li> </ul>	September 2025	Head of Communications
7. Continue to build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> <li>RAP Working Group are required to participate in an external NAIDOC Week event. (In person or virtually)</li> </ul>	First week in July, 2026	RAP Working Group
	<ul style="list-style-type: none"> <li>Bi-annually review HR policies and procedures to remove barriers to staff participating in NAIDOC Week.</li> </ul>	September 2025	Manager Human Resources
	<ul style="list-style-type: none"> <li>Promote and encourage participation in external NAIDOC events to all staff.</li> </ul>	First week in July 2025 and 2026	Head of Communications



# Opportunities

Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	<ul style="list-style-type: none"> <li>Build and understand current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities.</li> </ul>	September 2026	Manager Human Resources
	<ul style="list-style-type: none"> <li>Engage with Aboriginal and Torres Strait Islander staff to consult on our recruitment, retention and professional development strategy.</li> </ul>	September 2025	Manager Human Resources and RAP Facilitator
	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander recruitment, retention and professional development strategy.</li> </ul>	May 2026	Manager Human Resources
	<ul style="list-style-type: none"> <li>Advertise job vacancies to reach Aboriginal effectively and Torres Strait Islander stakeholders.</li> </ul>	September 2025	Manager Human Resources
	<ul style="list-style-type: none"> <li>Continue to review HR and recruitment procedures and policies to remove barriers to Aboriginal and Torres Strait Islander participation in our workplace.</li> </ul>	May 2026	Manager Human Resources
9. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	<ul style="list-style-type: none"> <li>Develop and implement an Aboriginal and Torres Strait Islander procurement strategy.</li> </ul>	September 2025	General Manager Solutions and SMT RAP Representative
	<ul style="list-style-type: none"> <li>Maintain Supply Nation membership and, where possible, ensure its use during procurement.</li> </ul>	September 2025	Regional Operations Manager (NSW, VIC and TAS)
	<ul style="list-style-type: none"> <li>In line with TRILITY's Supply Nation membership and similar organisations, develop and communicate opportunities for procurement of goods and services from Aboriginal and Torres Strait Islander businesses to staff.</li> </ul>	September 2025	Regional Operations Manager (NSW, VIC and TAS)
	<ul style="list-style-type: none"> <li>Review and update procurement practices to remove barriers to procuring goods and services from Aboriginal and Torres Strait Islander businesses.</li> </ul>	May 2026	General Manager Solutions and SMT RAP Representative
	<ul style="list-style-type: none"> <li>Develop commercial relationships with Aboriginal and Torres Strait Islander businesses.</li> </ul>	May 2026	General Manager Solutions and SMT RAP Representative



We acknowledge that we can do better at attracting Aboriginal and Torres Strait Islander talent to our team and we are committed to creating more opportunities to diversity our workforce directly and indirectly contributing to social and economic equity for Aboriginal and Torres Strait Islander people and communities.

Action	Deliverable	Timeline	Responsibility
9a. Supporting equitable access to clean drinking water to Aboriginal and Torres Strait Islander peoples, through the education of Aboriginal and Torres Strait Islander water treatment operators.	<ul style="list-style-type: none"> <li>As a Registered Training Organisation (RTO 46056), and in accordance with the National Water Training Package, TRILITY plans to develop a range of culturally sensitive training packages and ensure they can be delivered culturally sensitively. TRILITY Training Services, through the National Water Training Package, provides a range of training courses in water industry operations, covering water and wastewater treatment and networks. For more information on TRILITY Training Services, visit: <a href="https://trility.com.au/TRILITY-Training">TRILITY.com.au/TRILITY-Training</a></li> </ul>	December 2025	Head of Communications ( in collaboration with TRILITY Training Services)
	<ul style="list-style-type: none"> <li>TRILITY will train relevant staff in line with the nationally accredited training module "AHCOCM303 Follow Aboriginal and Torres Strait Islander Cultural Protocols"</li> </ul>	September 2025 and ongoing	TRILITY Training Services



# Governance

Action	Deliverable	Timeline	Responsibility
10. Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	<ul style="list-style-type: none"> <li>To encourage and maintain Aboriginal and Torres Strait Islander representation on the RWG.</li> </ul>	February, May, August, Nov 2025 and 2026	RAP Facilitator
	<ul style="list-style-type: none"> <li>Develop, establish and apply a Terms of Reference for the RWG.</li> </ul>	September 2025	RAP Facilitator
	<ul style="list-style-type: none"> <li>Ensure that our RWG meets at least four times yearly to drive and monitor RAP implementation.</li> </ul>	Feb, May, Aug, Nov 2025 and 2026	RAP Facilitator
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> <li>Define resource needs for RAP implementation.</li> </ul>	May 2026	RAP Facilitator
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other staff in the delivery of RAP commitments.</li> </ul>	September 2025	RAP Facilitator
	<ul style="list-style-type: none"> <li>Define and maintain appropriate systems to track, measure and report on RAP commitments.</li> </ul>	September 2025	RAP Facilitator
	<ul style="list-style-type: none"> <li>Appoint and maintain an internal RAP Champion from senior management.</li> </ul>	September 2025	RAP Facilitator
12. Measure and report employee RAP and Inclusion and Diversity engagement	<ul style="list-style-type: none"> <li>Measure employee engagement of RAP and Inclusion and Diversity strategies and programs through internal pulse and employee surveys.</li> </ul>	YE 2024, with further engagement 2025 and provide and publish results annually.	Manager Human Resources
	<ul style="list-style-type: none"> <li>Engage our senior leaders and other team members in the delivery of our RAP commitments by including our Innovative deliverables in TRILITY employee business updates bi-annually.</li> </ul>	May, June, August, December	RAP Facilitator
	<ul style="list-style-type: none"> <li>Share the impact survey results on our Innovate RAP commitments and progress with employees</li> </ul>	October 2025	RAP Facilitator

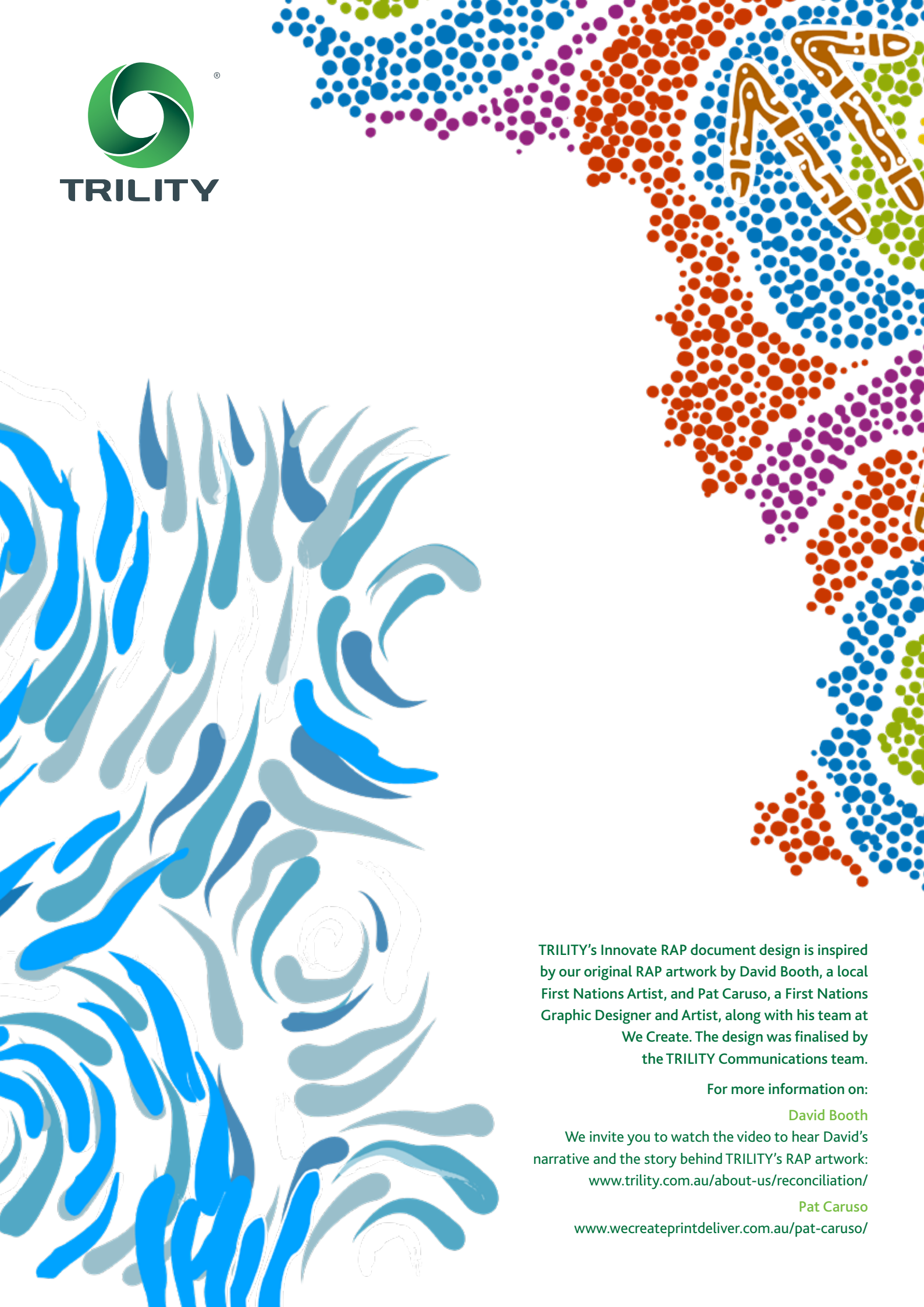


We aim to provide accountable and transparent governance for implementing our RAP journey. This practice will support and encourage our commitment to reconciliation and enable us to further develop in the future.

Action	Deliverable	Timeline	Responsibility
13. Build accountability and transparency by reporting RAP achievements, challenges, and learnings both internally and externally.	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to verify that our primary and secondary contact details are up to date to ensure we do not miss out on important RAP correspondence.</li> </ul>	June 2025 and 2026	RAP Facilitator
	<ul style="list-style-type: none"> <li>Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey.</li> </ul>	1 August 2025 and 2026	RAP Facilitator
	<ul style="list-style-type: none"> <li>Complete and submit the annual RAP Impact Survey to Reconciliation Australia.</li> </ul>	30 September 2025 and 2026	RAP Facilitator
	<ul style="list-style-type: none"> <li>Regularly report RAP progress to all senior leaders at least quarterly.</li> </ul>	April 2025 June 2025 September 2025 December 2025 (concurrently year-on-year)	General Manager Solutions and SMT RAP Representative and Head of Communications
	<ul style="list-style-type: none"> <li>Publicly report our achievements, challenges and learnings annually</li> </ul>	May 2025	Head of Communications
	<ul style="list-style-type: none"> <li>Participate in Reconciliation Australia's biennial Workplace RAP Barometer.</li> </ul>	April 2026	Manager Human Resources
	<ul style="list-style-type: none"> <li>Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.</li> </ul>	May 2026	RAP Facilitator
14. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> <li>Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.</li> </ul>	May 2026	RAP Facilitator







TRILITY's Innovate RAP document design is inspired by our original RAP artwork by David Booth, a local First Nations Artist, and Pat Caruso, a First Nations Graphic Designer and Artist, along with his team at We Create. The design was finalised by the TRILITY Communications team.

For more information on:

**David Booth**

We invite you to watch the video to hear David's narrative and the story behind TRILITY's RAP artwork:  
[www.trility.com.au/about-us/reconciliation/](http://www.trility.com.au/about-us/reconciliation/)

**Pat Caruso**

[www.wecreateprintdeliver.com.au/pat-caruso/](http://www.wecreateprintdeliver.com.au/pat-caruso/)