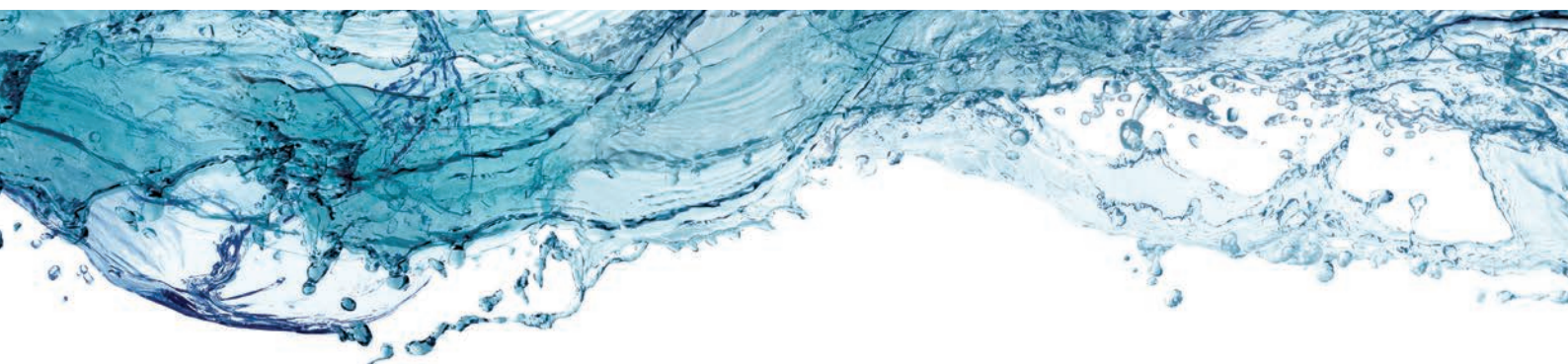




TRILITY Reflect Reconciliation Action Plan

March 2021 to March 2022





Managing Director statement

TRILITY is proud to present our first Reflect Reconciliation Action Plan (RAP) 2021-2022. This is the start of an exciting and long-term commitment. It is a significant step to show how we will contribute to reconciliation in Australia.

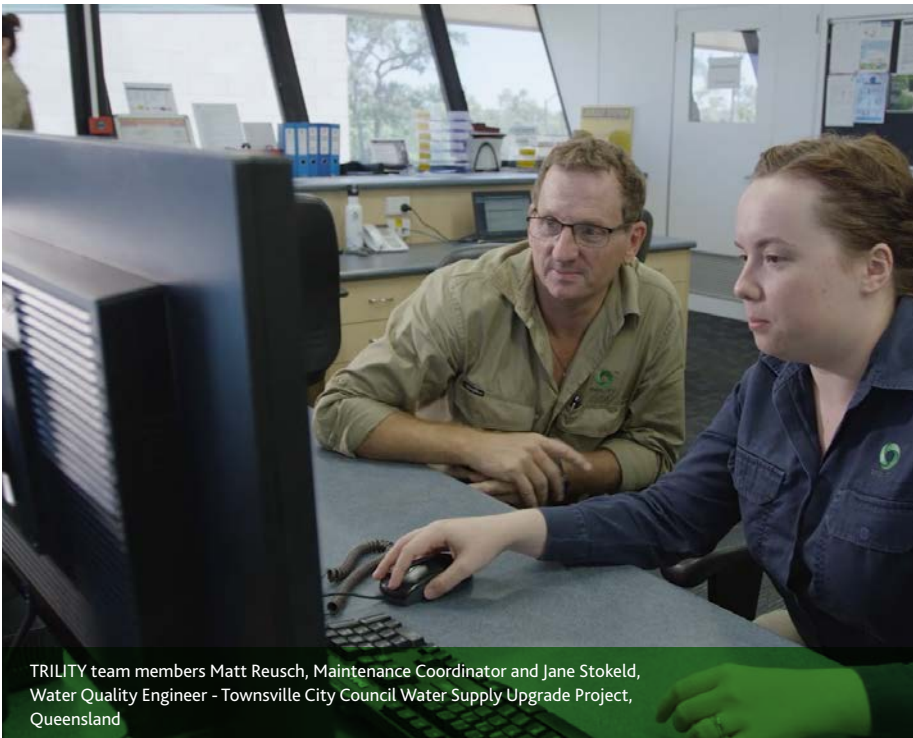
With our Reflect RAP, we want to increase the awareness of Aboriginal and Torres Strait Islander histories and cultures across the company. The objectives set out in this RAP will help us do that. It is also consistent with our core values of Integrity, Progressive, and Commitment.

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

Water is essential to all Australians. We believe there is much to learn from the Traditional Owners who have managed Country sustainably for over 60,000 years. We can all learn from the ongoing rich contribution Aboriginal and Torres Strait Islander peoples and their communities make to the Australian community.

I am delighted to endorse this Plan, and I am excited to continue to advance our efforts toward reconciliation.

Francois Gouws
Managing Director



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 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 600 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. 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.

TRILITY has 8 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.



Our Journey

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.

We have been talking about implementing a RAP for about 18 months. We now have a senior Sponsor within the company, with Managing Director endorsement, who is passionate about having a RAP. We have also appointed a RAP Champion, Tim Overland, to drive the developing

and implementing of the Reflect RAP. The Champion attended a Reconciliation Australia RAP workshop in February 2020.

TRILITY participated in the 2020 Workplace RAP Barometer Survey to best understand how reconciliation can be improved.

We propose implementing the Reflect RAP over a period of 12 months. It will lay the foundations for us to move towards an Innovate RAP when we are properly prepared.

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. This is demonstrated in our Bamaga plant (Cape York, North Queensland), where we employ local Aboriginal and Torres Strait Islander people, and our team is fully embedded within the community.

We also recognise we are only at the start of our reconciliation journey.

Our partnerships/current activities

An 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 adequately maintain its water treatment assets. 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.

All employees located at our Bamaga plant have undertaken 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 paid for this training and we continue partner with the local high school to provide work experience opportunities with the aim of increasing local Aboriginal and Torres Strait Islander employment.



TRILITY employee cultural training delivered by DAC



Crystal Creek North Queensland



TRILITY employee cultural training delivered by DAC



TRILITY's team members Greg Millican, Team Leader South System, and Matt Reusch, Maintenance Coordinator - Townsville City Council Water Supply Upgrade Project, Queensland



TRILITY team member James Filewood Trade Assistant, Modular Solutions West/Central



TRILITY vehicle in field - Northern Area Peninsula, Bamaga



Francois Gouws TRILITY MD and Kevin Conna Sydney Water's Acting GM at the time of the turning of the soil event Macarthur Water Filtration Plant, New South Wales



TRILITY team members Matthew Gulliver, Asset Manager, and Kalan Bruan, Business Manager Data Analytics



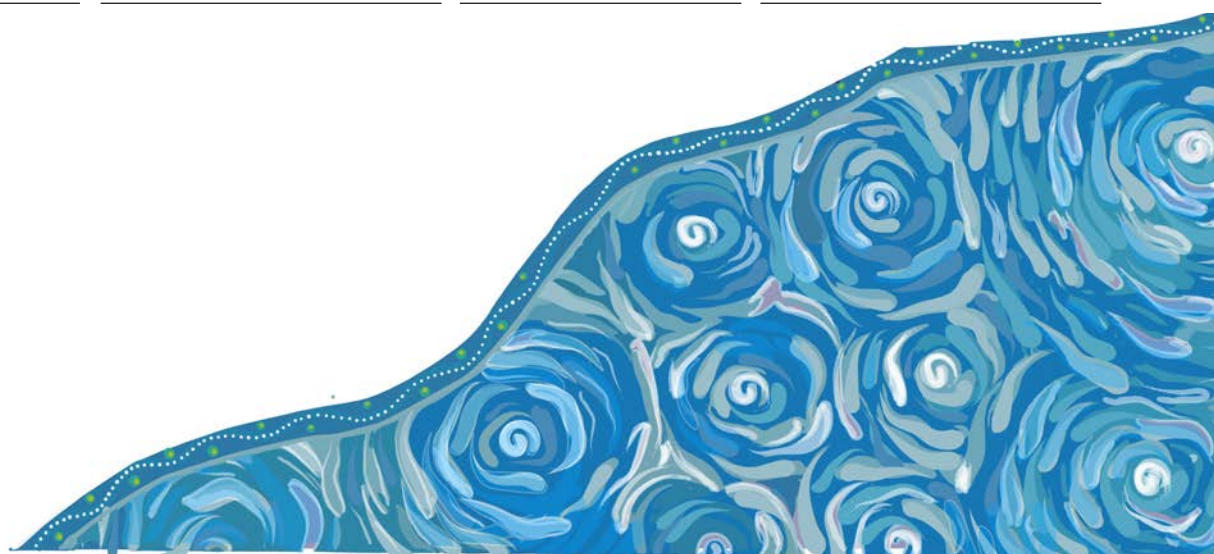
Relationships

Action	Deliverable	Timeline	Responsibility
1. Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	<ul style="list-style-type: none"> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence. 	April 2021	RAP Champion, with Operations and Solutions Leadership Team input
	<ul style="list-style-type: none"> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations. 	May 2021	RAP Champion
2. Build relationships through celebrating National Reconciliation Week (NRW).	<ul style="list-style-type: none"> Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff. 	May 2021	Manager Human Resources
	<ul style="list-style-type: none"> RAP Working Group members to participate in an external NRW event. 	27 May- 3 June, 2021	Current RAP Working Group
	<ul style="list-style-type: none"> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW. 	27 May- 3 June, 2021	Executive Director Growth
3. Promote reconciliation through our sphere of influence.	<ul style="list-style-type: none"> Communicate our commitment to reconciliation to all staff. 	Ongoing reporting March, June, September and December 2021	Head of Communications, supported by RAP Champion and Executive Director Growth
	<ul style="list-style-type: none"> Identify external stakeholders that our organisation can engage with on our reconciliation journey. 	Ongoing reporting March, June, September and December 2021	RAP Champion
	<ul style="list-style-type: none"> Identify other like-minded organisations that we could approach to collaborate with on our reconciliation journey. 	June 2021	Head of Communications
4. Promote positive race relations through anti-discrimination strategies.	<ul style="list-style-type: none"> Research best practice and policies in areas of race relations and anti-discrimination. 	April 2021	Executive Director Growth
	<ul style="list-style-type: none"> Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs. 	April 2021	Manager Human Resources



Respect

Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	<ul style="list-style-type: none"> Conduct a review of cultural learning needs within our organisation. 	May 2021	Manager Human Resources
	<ul style="list-style-type: none"> Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. 	June 2021	RAP Champion
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	<ul style="list-style-type: none"> Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area. 	May 2021	RAP Champion
	<ul style="list-style-type: none"> Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols. 	July 2021	RAP Champion
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	<ul style="list-style-type: none"> Raise awareness and share information amongst our staff about the meaning of NAIDOC Week. 	July 2021	Head of Communications
	<ul style="list-style-type: none"> Introduce our staff to NAIDOC Week by promoting external events in our local area. 	July 2021	Head of Communications
	<ul style="list-style-type: none"> RAP Working Group to participate in an external NAIDOC Week event. 	July 2021	Head of Communications





Opportunities

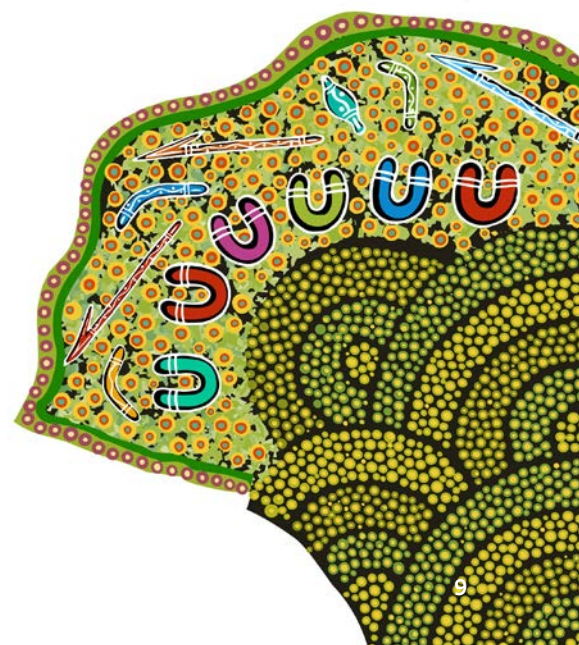
Action	Deliverable	Timeline	Responsibility
8. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.	<ul style="list-style-type: none"> Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities. 	May 2021	Manager Human Resources
	<ul style="list-style-type: none"> Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation 	June 2021	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"> Investigate Supply Nation membership. 	April 2021	RAP Champion
	<ul style="list-style-type: none"> Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	June 2021	RAP Champion
	<ul style="list-style-type: none"> Implement the business case for procurement from Aboriginal and Torres Strait Islander owned businesses. 	September 2021	General Manager Operations and General Manager Solutions to select contracts





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"> Form an RWG to govern RAP implementation. 	March 2021	Executive Director Growth
	<ul style="list-style-type: none"> Draft a Terms of Reference for the RWG. 	March 2021	Executive Director Growth
	<ul style="list-style-type: none"> Establish Aboriginal and Torres Strait Islander representation on the RWG. 	April 2021	Executive Director Growth
11. Provide appropriate support for effective implementation of RAP commitments.	<ul style="list-style-type: none"> Define resource needs for RAP implementation. 	April 2021	Executive Director Growth
	<ul style="list-style-type: none"> Engage senior leaders in the delivery of RAP commitments. 	April 2021	Executive Director Growth
	<ul style="list-style-type: none"> Define appropriate systems and capability to track, measure and report on RAP commitments. 	April 2021	Executive Director Growth
12. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	<ul style="list-style-type: none"> Complete and submit the annual RAP Impact Measurement Questionnaire to Reconciliation Australia. 	30 September, 2021	Manager Human Resources
13. Continue our reconciliation journey by developing our next RAP.	<ul style="list-style-type: none"> Register via Reconciliation Australia's website to begin developing our next RAP. 	December 2021	RAP Champion





Artwork by First Nations Artist, David Booth

Creating connection to our 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 be working 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. To see some more of David's work, visit his [Facebook page](#).



'Storytelling' by First Nations Artist, David Booth

Our corporate values

The TRILITY brand is the symbol of our heritage and of the quality and trust we have delivered for more than 25 years. To our clients, it embodies a commitment to anticipate and meet their changing needs. To our organisation, it represents the imagination we use to address those needs in a manner that reflects our values.

Integrity



Progressive



Commitment

