



# **Reflect**

## Reconciliation Action Plan

December 2024 - November 2025







# Acknowledgement of Country

The Board and employees of Water Technology acknowledge and respect Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of Country throughout Australia. We specifically acknowledge the Traditional Custodians of the land on which our offices reside and where we undertake our work.

We respect the knowledge, skills and lived experiences of Aboriginal and Torres Strait Islander peoples, who we continue to learn from and collaborate with. We also extend our respect to all First Nations peoples, their cultures and to their Elders, past and present.

Water Technology acknowledges that our offices are located on the traditional lands of Aboriginal peoples. Our office locations are on the following Countries:

- Woiworung (Melbourne, VIC)
- Turrbal and Yuggera (Brisbane, QLD)
- Darung (Parramatta, NSW)
- Kurna (Adelaide, SA)
- Yugambeh (Gold Coast, QLD)
- Waveroo (Wangaratta, VIC)
- Wadawurrng (Geelong, VIC)
- Walyalup (Fremantle, WA)







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# Statement from the CEO of Reconciliation Australia

Reconciliation Australia welcomes Water Technology to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP. Water Technology joins a network of more than 3,000 corporate, government and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity and historical acceptance. It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge and leadership across all sectors of Australian society.

This Reflect RAP enables Water Technology to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact towards Australia's reconciliation journey.

Congratulations Water Technology, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine**  
**Chief Executive Officer**  
**Reconciliation Australia**





# Message from the Managing Director of Water Technology



The First Peoples of Australia have a deep and enduring relationship with the land and the water of our Country and I acknowledge that we have a lot to learn from Aboriginal and Torres Strait Islander peoples. I look forward to deepening our existing connections, relationships, programs of work and information-sharing activities, to further that learning.

I am committed to supporting reconciliation with Aboriginal and Torres Strait Islander peoples and communities around Australia and I am proud to present Water Technology's formal commitment to reconciliation with our First Reconciliation Action Plan, our Reflect RAP.

While we have been undertaking a number of initiatives in recent years to support reconciliation, we understand that many more opportunities exist for us to lay the foundations for deeper and more meaningful relationships and reconciliation outcomes in the future. Our Reflect RAP consolidates and focuses our efforts for our reconciliation journey and holds us accountable for making real and lasting improvements.

Through our Reflect RAP, we will:

- Increase the cultural knowledge and capability of our staff
- Improve collaboration between our business and Aboriginal and Torres Strait Islander peoples
- Respectfully acknowledge Aboriginal and Torres Strait Islander peoples as Traditional Custodians

I now look forward to embarking on a company wide journey to advance our reconciliation together with Aboriginal and Torres Strait Islander peoples and communities. By working together, we can make great progress towards our vision for reconciliation.

**Steve Clark**  
**Managing Director, Water Technology**



# About the Artist and the Artwork

Maurice Goolagong, a Wiradjuri man currently working as an Aboriginal education officer with schools on the Central Coast of New South Wales, has created a truly special piece of art for our business.

This artwork visualises the important connections we have to water, and the cultural significance of journeys taken by Traditional Custodians of our land to meeting places, where communities connect with each other around waterways.

The symbolism in the artwork includes:

- Seven circles representing each of the States and Territories in Australia where we do our work
- Blue dots between each circle representing the waterways that connect us
- The animals that rely on healthy waterways for their home
- Black and white dots representing all the different communities that we visit in our work
- Hands that are for the people we help on our journey

Maurice loved challenging himself to create a story that captures the work that we do and the passion that we have for the environment and our communities. The artwork shows how we can all be connected to water, to the environment and each other, regardless of background or heritage.





# Our Business

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Water Technology is an Australian employee-owned business made up of over 140 expert engineers, scientists, planners, environmental consultants and business support team with offices in most capital cities. We are currently unaware of any staff who identify as an Aboriginal and/or Torres Strait Islander person.

Our vision is to be trusted water and environment experts, providing lasting outcomes to support healthy people and healthy places. We work closely with our clients and partners to provide innovative and practical solutions for surface water, groundwater, coastal and environmental challenges in both rural and urban locations across Australia.

We are strongly committed to making a positive difference to the environment and the community, including the land and waters on which we work every day. We know that there is a lot we can learn, share and achieve through strengthened relationships with Aboriginal and Torres Strait Islander peoples.

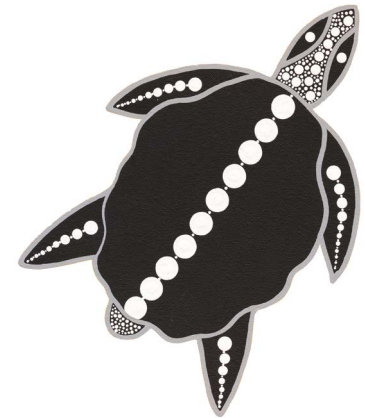
We are committed to building an inclusive, equitable and diverse workplace.

## Our Values

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Our values include:

- |                        |   |
|------------------------|---|
| <b>Achievement:</b>    | Deliver successful outcomes with efficiency and expertise.  |
| <b>Integrity:</b>      | Our behaviour is authentic. We do what we say.  |
| <b>Collaboration:</b>  | Be a diverse, respectful and passionate team unified in achieving our vision and objectives.        |
| <b>Accountability:</b> | Own it, speak it, lead it, live it: we demonstrate transparency and ownership.                      |
| <b>Balance:</b>        | Prioritise flexibility and balance to allow people to spend time doing the things that matter most. |
| <b>Knowledge:</b>      | Nurture curiosity, share experience and encourage growth.   |



As we live our values, reconciliation is an important part of our Diversity and Inclusion Strategy. We have a lot to learn from traditional knowledge and perspectives. We seek to create a safe and welcoming place where all perspectives are heard.

# Our Vision for Reconciliation

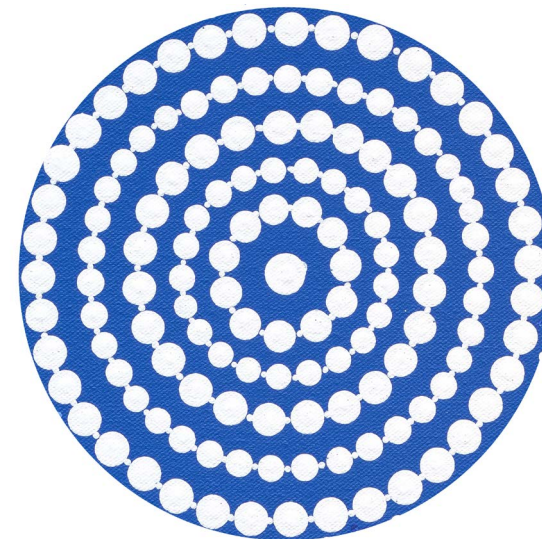
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Our vision for reconciliation is to live together in a Country which appreciates and values the importance of Aboriginal and Torres Strait Islander peoples knowledge, histories and cultures. We wish to be collectively inquisitive and willing to learn, celebrate and embrace the significance of Aboriginal and Torres Strait Islander peoples in this Country.

The future Australia we would like to see is one where Aboriginal and Torres Strait Islander peoples are respected and have equity across all aspects of society — a Country where we all are valued and work together to build a vibrant, modern, inclusive, and equitable society for all.

Our vision for reconciliation is to:

- Understand, value and engage Aboriginal and Torres Strait Islander peoples' innovations, knowledge and culture
- Strengthen our company's cultural capabilities
- Support and help develop opportunities and career pathways for Aboriginal and Torres Strait Islander peoples
- Improve economic and social opportunities for Aboriginal and Torres Strait Islander peoples





# Our Reconciliation Action Plan

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This is Water Technology's first RAP, so we have commenced at the Reflect stage. This Reflect RAP represents our commitment to strengthening and formalising our relationships with Aboriginal and Torres Strait Islander peoples, as the Traditional Custodians of the lands on which we all live and on which we conduct our work. The plan ensures that we prioritise time as a business to reflect on our role and vision for reconciliation within our organisation and across our sphere of influence.

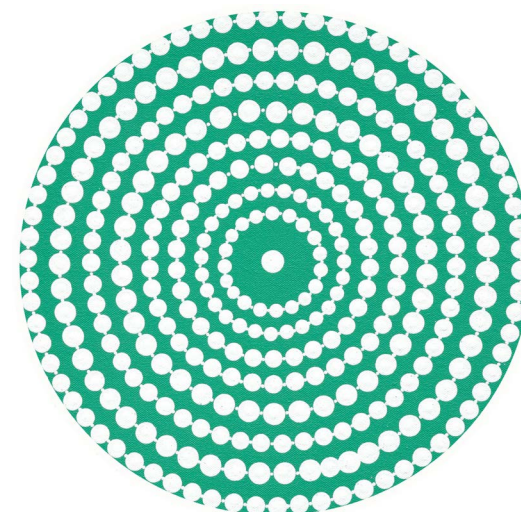
We aim for there to be a strong emphasis on this being an evolving process as we learn and progress.

We believe that reconciliation between Aboriginal and Torres Strait Islander peoples and other Australians is a shared responsibility that should be promoted within and between organisations, communities and people. We are committed to strengthening and promoting reconciliation within our company, as well as throughout the industry we work in. We believe that a RAP is an important step in this process.

Our Reflect RAP will guide our first year of reconciliation actions within our business and will become a foundation for strengthening future reconciliation.

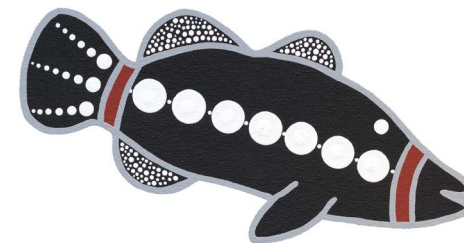
The purpose of this RAP is to:

- Lay the foundations for a culturally safe environment that promotes and supports Aboriginal and Torres Strait Islander peoples leadership and knowledge
- Strengthen our relationships with Aboriginal and Torres Strait Islander peoples and communities
- Explore and commit to new reconciliation-building activities within our business, including improvements to cultural safety for all staff
- Guide our awareness-raising activities across our sphere of influence about the valuable contributions of Aboriginal and Torres Strait Islander peoples



# Our Reconciliation Working Group

Many staff across our business were passionate and proud to be a part of the development of our first RAP. Following the Board's endorsement, a working group was formed to develop our RAP. Our working group comprises the following members who are now leading the implementation of the commitments outlined in the RAP:



**Warwick Bishop**

Board Sponsor  
(RAPWG Board Sponsor & RAP  
Champion)



**Claire Fitzpatrick**

Western Australia representative  
(RAP WG WA Rep)



**Ben Tate**

Victoria representative  
(RAP WG Vic Rep)



**Hai Nguyen**

People & Culture Team representative  
(RAP WG P&C Rep)



**Dr Kylie Hyde**

South Australia representative  
(RAP WG SA Rep)



**Dr Daryl Lam**

Queensland representative  
(RAP WG QLD Rep)



**Tushara Sathiyendrah**

Business Support Team  
representative  
(RAP WG BST Rep)



**Neil Dufty**

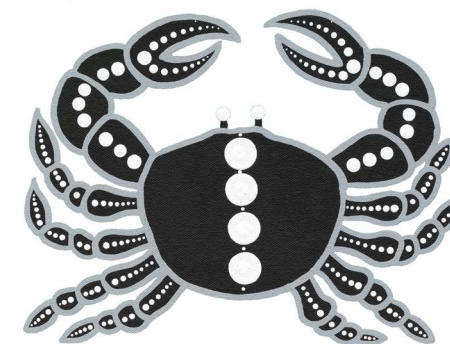
New South Wales representative  
(RAP WG NSW Rep)



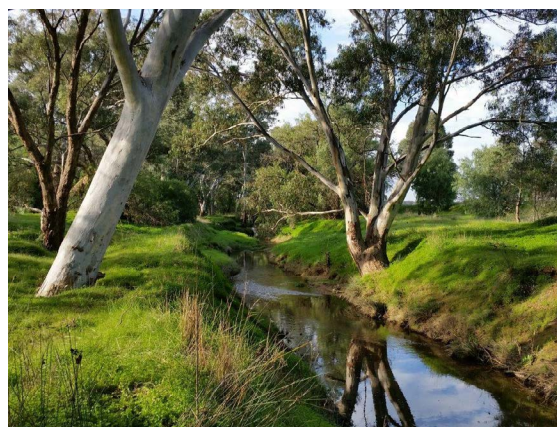
# Supporting Reconciliation - Our Journey to Date

Our work often connects us with Aboriginal and Torres Strait Islander peoples and communities around Australia. As a result, we often engage with Traditional Custodians and Local Knowledge holders to better understand the Country and cultural significance at the sites on which the projects are being undertaken. A few examples are described below.

We hope that our reconciliation journey will help us to extend our connections and collaborations in a meaningful and respectful way.



Water Technology has been working on a project in Queensland, under the Cultural Guidance of Mandandanji Traditional Owner Aunty Kay Blades, to address the research question: 'How can First Nations Knowledge and practices be meaningfully incorporated within technical water projects?' Based on an understanding of current barriers and challenges, a framework was developed that is now being trialed in a two year implementation project.



Water Technology has worked with representatives of Dja Dja Wurrung and the City of Greater Bendigo to help design a series of works to naturalise a straightened section of Bendigo Creek in Victoria. The design incorporates habitat for native fauna, and revegetation with culturally significant food and fibre species. The design also improves public interaction with the creek and promotes Djaara culture.



Water Technology developed a Coastal Management Program for the Woolgooga Region estuaries in the Coffs Harbour area of New South Wales to address risks of land use changes and climate change. Significant engagement with the Garby Elders Tribal Group of the Gumbaynggirr Nation was undertaken, including co-design of numerous actions that formed part of the Coastal Management Program.

# Reconciliation Action Plan Deliverables

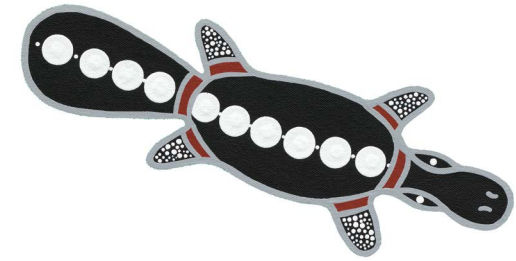
## Relationships



*Water Technology is committed to building respectful relationships with Aboriginal and Torres Strait Islander communities, clients and partners that are reinforced by trust, respect and a shared connection of the land and waters.*

Action	Deliverable	Timeline	Responsibility
Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations	Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our local area or sphere of influence	February 2025	RAP WG NSW Rep
	Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations	March 2025	RAP WG QLD Rep
	Consider amending Equal Employment Opportunity policy to acknowledge the UN Declaration of the Rights of Aboriginal and Torres Strait Islander peoples	April 2025	RAP WG P&C Rep
Build relationships through celebrating National Reconciliation Week (NRW)	Circulate Reconciliation Australia's NRW resources and reconciliation materials to our staff	May 2025	RAP WG SA Rep
	RAP Working Group members to participate in an external NRW event	27 May - 3 June 2025	RAP WG SA Rep
	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	RAP WG SA Rep
Promote Reconciliation through our sphere of influence	Communicate our commitment to reconciliation to all staff	December 2024	RAP WG Board Sponsor
	Identify external stakeholders that our organisation can engage with on our reconciliation journey	March 2025	RAP WG NSW Rep
	Identify RAP and other like-minded organisations that we could approach to collaborate with on our reconciliation journey	March 2025	RAP WG VIC Rep
	Publish Water Technology's endorsed RAP on website	December 2024	RAP WG SA Rep
	Utilise Water Technology's external social media and communication channels to promote reconciliation	October 2025	RAP WG SA Rep





Action	Deliverable	Timeline	Responsibility
Promote positive race relations through anti-discrimination strategies	Research best practice and policies in areas of race relations and anti-discrimination	April 2025	RAP WG P&C Rep
	Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs	April 2025	RAP WG P&C Rep



# Respect



*Water Technology pays its respect to the Traditional Custodians of the lands on which we work across Australia. We are committed to growing our respect for Aboriginal and Torres Strait Islander peoples by developing a greater understanding of history and culture as well as celebrating achievements.*

Action	Deliverable	Timeline	Responsibility
Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning	Conduct a review of cultural learning needs within our organisation	January 2025	RAP WG SA Rep
	Investigate cultural awareness training opportunities across the company	February 2025	RAP WG SA Rep
	Develop a business case for increasing understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation	February 2025	RAP WG WA Rep
Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols	Increase staff's understanding of the purpose and significance behind cultural protocols, including Acknowledgement of Country and Welcome to Country protocols	March 2025	RAP WG SA Rep
	Include Acknowledgement of Country at the start of Board meetings and national meetings	March 2025	RAP WG Board Sponsor
	All staff email signatures to include an Acknowledgement of Country	December 2024	RAP WG SA Rep
	Include Acknowledgement of Country in word templates	December 2024	RAP WG SA Rep
	Update website and external newsletter to include Traditional Country names for all our office addresses	March 2025	RAP WG SA Rep
	Develop an understanding of the local Traditional Owners or Custodians of the lands and waters within our organisation's operational area	April 2025	RAP WG WA Rep





Action	Deliverable	Timeline	Responsibility
Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week	Raise awareness and share information amongst our staff about the meaning of NAIDOC Week	June 2025	RAP WG SA Rep
	Introduce our staff to NAIDOC Week by promoting external events in our local area	June 2025	RAP WG SA Rep
	RAP Working Group to participate in an external NAIDOC Week event	July 2025	RAP WG SA Rep



# Reconciliation Action Plan Deliverables

## Opportunities



*Water Technology will support procurement and recruitment opportunities that support Aboriginal and Torres Strait Islander peoples and businesses.*

Action	Deliverable	Timeline	Responsibility
Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development	Develop a business case for Aboriginal and Torres Strait Islander employment within our organisation	May 2025	RAP WG P&C Rep
	Build understanding of current Aboriginal and Torres Strait Islander staffing to inform future employment and professional development opportunities	February 2025	RAP WG P&C Rep
	Consider including questions of self-identification on application process for new employees, including Aboriginal and Torres Strait Islander identification	February 2025	RAP WG P&C Rep
	Engage with Universities to identify ways in which we can support and recognise Aboriginal and Torres Strait Islander science, engineering and other students	June 2025	RAP WG P&C Rep
Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes	Develop a business case for procurement from Aboriginal and Torres Strait Islander owned businesses	May 2025	RAP WG BST Rep
	Investigate Supply Nation membership	May 2025	RAP WG BST Rep
Improve understanding of opportunities to engage with Traditional Owner or Custodian Groups in the work that we do	Consider a way to identify projects where we have, or can, engage with Traditional Owner or Custodian Groups	December 2024	RAP WG SA Rep
	Investigate ways we can include Aboriginal and Torres Strait Islander land and water management practices in our project work	June 2025	RAP WG NSW Rep
	Explore ways we can record the learnings and outcomes from work where we have engaged with Traditional Owner or Custodian Groups	June 2025	RAP WG QLD Rep



# Reconciliation Action Plan Deliverables

## Governance



*Water Technology will ensure that there are appropriate governance arrangements in place to deliver on our commitments as part of this RAP.*

Action	Deliverable	Timeline	Responsibility
Establish and maintain an effective RAP Working Group (WG) to drive governance of the RAP	Form a RAP WG to govern RAP implementation	December 2024	RAP WG Board Sponsor
	Draft a Terms of Reference for the RAP WG	December 2024	RAP WG Board Sponsor
	Establish Aboriginal and Torres Strait Islander representation on the RAP WG	March 2025	RAP WG NSW Rep
Provide appropriate support for effective implementation of RAP commitments	Define resource needs for RAP implementation	January 2025	RAP WG VIC Rep
	Engage senior leaders in the delivery of RAP commitments	January 2025	RAP WG Board Sponsor
	Define appropriate systems and capability to track, measure and report on RAP commitments	December 2024	RAP WG SA Rep
Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally	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	June 2025	RAP WG SA Rep
	Contact Reconciliation Australia to request our unique link to access the online RAP Impact Survey	August 2025	RAP WG SA Rep
	Complete and submit the annual RAP Impact Survey to Reconciliation Australia	November 2025	RAP WG SA Rep
	Report on RAP actions to the Board and Management meetings twice annually	November 2025	RAP WG SA Rep
Continue our reconciliation journey by developing our next RAP	Register via Reconciliation Australia's website to begin developing our next RAP	August 2025	RAP WG SA Rep

## More Information

For more information or enquiries about our RAP or Water Technology's Reconciliation journey, please contact



**Warwick Bishop**

Company Director and RAP Working Group Board Representative

1300 198 413

[warwick.bishop@watertech.com.au](mailto:warwick.bishop@watertech.com.au)

## Office Locations

### MELBOURNE

(Head Office)  
15 Business Park Drive  
Notting Hill  
VIC 3168

### SYDNEY

Level 1, 20 Wentworth Street  
Parramatta  
NSW 2124

### BRISBANE

Level 5, 43 Peel Street  
South Brisbane  
QLD 4101

### ADELAIDE

1/198 Greenhill Road  
Eastwood  
SA 5063

### PERTH

Level 1, 21 Adelaide Street  
Fremantle  
WA 6160

### GOLD COAST

Level 4, 194 Varsity Pde  
Varsity Lakes  
QLD 4227

### WANGARATTA

40 Rowan Street  
Wangaratta  
VIC 3677

### GEELONG

51 Little Fyans Street  
South Geelong  
VIC 3220

### WIMMERA

597 Joel South Road  
Stawell  
VIC 3380

### ARMIDALE

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122 Faulkner Street  
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QLD 4575

### NEW ZEALAND

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