

Our Corporate Strategy

Miromaliko Baato



Acknowledgment of Country



Hunter Water acknowledges the Traditional Countries of the Awabakal, Darkinjung, Geawegal, Wonnarua and Worimi peoples and the Countries on which we operate and beyond where our water flows.

We recognise and respect the cultural heritage, beliefs and continuing connection to the lands and waters of our Traditional Custodians and pay respect to their Elders past, present and emerging.



Miromaliko Baato

In Gathung language, Miromaliko Baato means saving water. Hunter Water engaged Awabakal Elder Aunty Tracey Hanshaw to help us incorporate Aboriginal Language as part of Our Corporate Strategy. While we are aware that there are many different languages (with variances in spelling) from the Countries on which we operate, Tracey advised Gathung language in this instance, as it is both Awabakal, which is the Country where our Honeysuckle office lies, and overlaps into Worimi.

Artwork by Tyson Jolly

Map of area of operations and traditional boundaries



Water is life!



Greg Martin
Chair



Darren Cleary
Managing Director

Hunter Water is proud of the important and significant contribution we make to the health, wellbeing and prosperity of our region. Initially established in the 1880's to protect public health for the City of Newcastle, we have grown to be the trusted provider of high quality water services for a population of over 630,000 across the Lower Hunter region.

This proud history has put us in good stead to meet the challenges that lay ahead – a growing population, a more variable climate and growing economic pressures to name a few. And while the future is uncertain, with it comes great opportunity, particularly in areas such as digital transformation, innovation and new technology.

Customers and community are at the heart of all we do, and we've been talking with our customers and community to understand what's important to them; for today as well as the future. We are reflecting these values and views in the decisions we make so that we deliver outcomes they trust and value. We aim to anticipate their diverse and changing needs, and will always do what we say we'll do.

At Hunter Water, our people are passionate about water. We aspire to be a trusted, innovative organisation, underpinned by our values of learning, leading, trust, inclusion and wellbeing. We are committed to building trusted relationships with our people, partners, stakeholders, customers and community so that together, we can deliver a sustainable, resilient and prosperous future for our region.

We also seek to learn from the enduring wisdom and holistic thinking of First Nations people, reaching into the past to protect the future.

We are committed to taking tangible steps towards reconciliation, building respect and connection with First Nations communities and applying the wisdom of Aboriginal thinking to help solve complex problems.

In Gathung language, Miromaliko Baato means saving water. This is the closest way we can express the term 'water is life' using one of the languages of the Traditional Custodians of the land in which we operate. The concept that water is life is paramount to First Nations peoples as it directly links to the value of water, and the history and teaching through generations around respect for the land and our water. It governs their lore and their life, and it's about protecting the water and the earth, keeping waterways clean, and that everything is connected. We value the same system and way of thinking that First Nations peoples do, and have always done, to ensure a sustainable water future for all of us.

Our Corporate Strategy builds on Hunter Water's strong track record to provide an ambitious blueprint to create a sustainable water future for all. It is framed around four strategic outcomes that we aspire to deliver, and is supported by a set of guiderails to help guide how we'll get there. It is our contribution to progressing the United Nation's Sustainable Development Goals; to support people, promote prosperity and protect the planet.

Our Corporate Strategy is complemented by a number of tangible and measurable strategic objectives that will help move us towards our desired strategic outcomes. These objectives are regularly monitored and reviewed through Hunter Water's annual Business Plan.

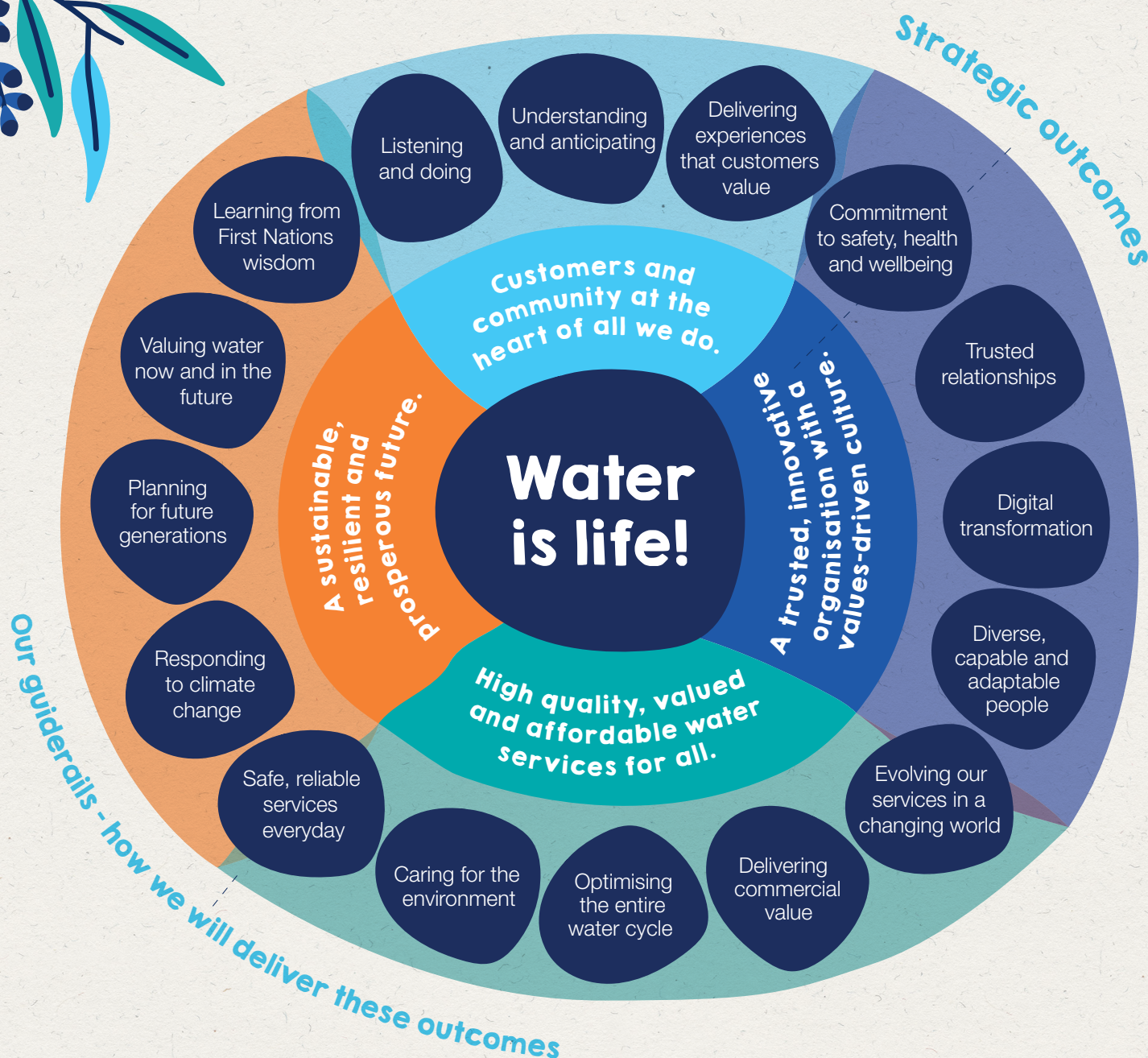
At Hunter Water, we believe that when we walk together, everything is in balance. We invite you to walk with us and love water together.

Our vision and purpose

Water is life.
We are creating a sustainable water future for all.

Who we are

We are here for our **customers and community**
We are **passionate about water**
We **care about our people**
We aspire to be **trusted partners**
We are champions for a **sustainable future**



Who we are



We've protected the public health of
our **community** since the

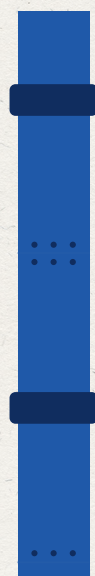
1880s



We've been talking with our

**customers
& community**

to understand what's important to them



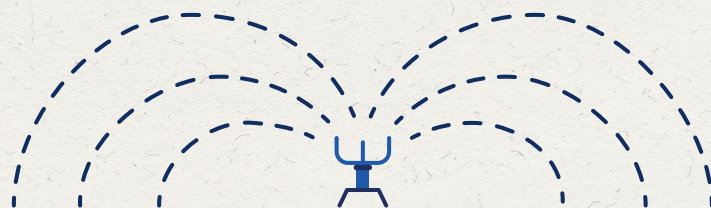
We manage

**water,
wastewater,
recycled water &
stormwater
infrastructure**

We provide high quality water services to

people

in homes and businesses
across the Lower Hunter



Who we are

**We are here for
our customers
and community**



We exist to deliver safe, reliable, high quality water services every day to meet the diverse and changing needs of our customers and community.

**We are
passionate
about water**



We apply our diverse expertise and deep experience to get the best out of the water assets and operating systems that we manage, delivering efficient and effective water services for today and innovative solutions for tomorrow.

**We
care about
our people**



We look after our people and their wellbeing, foster curious learners, build future leaders, and ensure that everyone has the opportunity to be their best and grow.

**We aspire to be
trusted
partners**



We listen, we engage and we work collaboratively with our stakeholders, partners, customers and community to deliver on our commitments and create desirable outcomes for all.

**We are
champions for a
sustainable future**



We actively lead the way on sustainable supply and use of water, protecting the health and wellbeing of people and the environment, and creating a positive legacy for future generations.



Learning

We have a thirst for learning.

We continually seek opportunities to better ourselves, by learning from those around us. This leads to innovation.

We listen to and engage with our stakeholders, especially our people and our customers.

We welcome feedback and the generosity of those that provide it.

We are generous and share our learnings willingly.



Inclusion

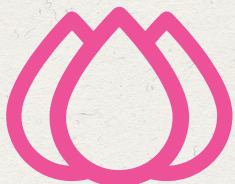
We value and respect diversity.

We commit to creating an inclusive environment in which differences are recognised, valued and celebrated.

All of our people have the opportunity to contribute their different skills, experiences and perspectives.

We work together to overcome the challenges we face.

We strive for an environment in which everyone can achieve their potential.



Leading

We step up!

We step up, individually and collectively, to face and address challenges.

We take action and we are agile and resilient in the face of constant change.

We have confidence in our capabilities, and those of our teams, to deliver on our commitments.

We innovate and influence change.



Trust

We are honest, open and ethical.

We care and act in the best interests of the communities and customers we serve.

We act with integrity, holding ourselves accountable and admit our mistakes.

We are skilled and capable and we can be relied upon.



Wellbeing

We care for each other's wellbeing and that of our communities and our environment.

The safety and health of our people and our communities is our first priority.

We actively look after the wellbeing of our people and our environment.

Drivers for change



Our external environment is continuing to change, arguably at a faster rate than ever before. And we are changing too. These are some of the strategic drivers that have helped shape Our Corporate Strategy:

A more variable climate

With many of our assets susceptible to the impacts of a changing climate, including rising sea levels, and more severe bushfires and storm events, it is incumbent on us to ensure we respond proactively to climate change. This includes reducing our carbon footprint to net zero and taking advantage of the transition to renewable energy; as well as working with our partners to collectively adapt to greater climate variability.

A growing population

Our population is forecast to grow by more than 20% over the next 20 years. Safe and reliable water services underpin this growth, delivering the right solutions at the right time to support liveable communities and enable regional prosperity.

The diverse and changing needs of our customers and community

We've been talking with our customers and community to understand what's important to them. We'll continue to seek out these views, and those of our stakeholders, to make sure we add value to the areas that matter most.

Digital disruption

The fast pace of digital change brings opportunities to enhance customer experience, increase efficiencies and transform the way we work. It also brings new risks to our business, such as cybersecurity threats, that we need to be prepared for.

Increased cost of living expenses

Increasing costs of living is impacting us all. We will continue to support our customers by keeping bills affordable and offering support to those customers in need. Water is essential for life, and a fundamental right for everybody.

Future uncertainties

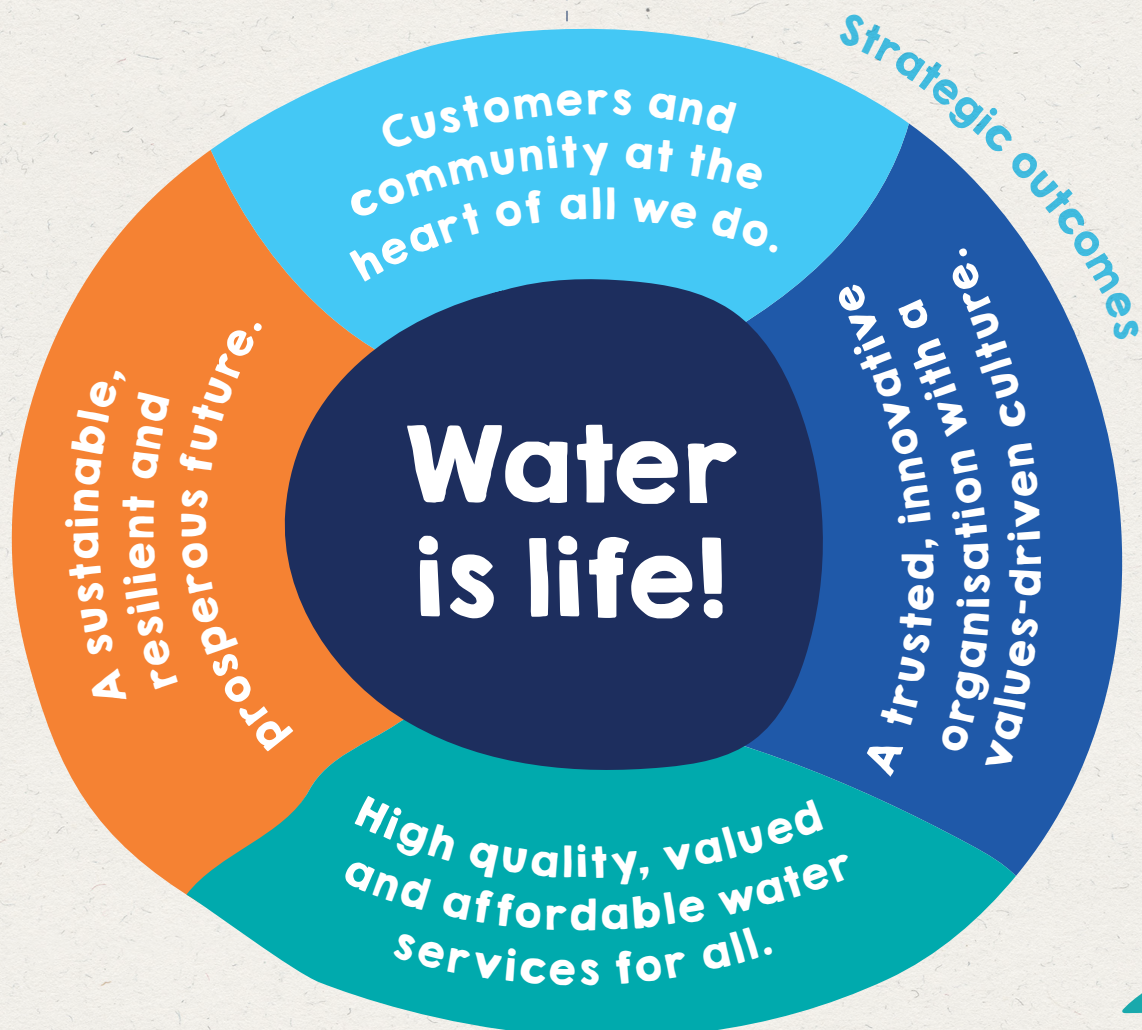
Being prepared for an uncertain future will be critical to our success; we need to be ready to respond to future threats, as well as take advantage of opportunities such as new technology and a changing workforce.

Intergenerational equity

It is incumbent on us to meet the needs of the future without compromising the ability of future generations to do the same. We have an important role in progressing the United Nations Sustainable Development Goals.

Our vision and purpose

Water is life.
We are creating a sustainable water future for all.



Our guiderails

How we will deliver these outcomes



Strategic
Outcome

By understanding what our customers and community value, anticipating their diverse and changing needs, and reflecting this in our decision-making

By listening to and caring for our customers and community, and by doing what we say we will do

By using our deep local knowledge to deliver experiences and outcomes that customers value

Listening
and doing

Understanding
and anticipating

Delivering
experiences that
customers value

Customers and community at the heart of all we do

High quality, valued and affordable water services for all

Safe, reliable
services
everyday

Caring for the
environment

Optimising
the entire
water cycle

Delivering
commercial
value

Evolving our
services in a
changing world

By being focused each day
on delivering safe, reliable and
efficient water services

By implementing the right
solutions at the right time,
making good use of our vertically
integrated structure to optimise
value across the entire water cycle

By judiciously exploring
opportunities to invest for future
benefit, aligned to customer and
community needs and our core
business capabilities

By minimising impacts and
maximising opportunities to
improve and restore
the environment

By strengthening our commercial
performance and the efficiency
and effectiveness of our services,
to optimise shareholder value

Strategic
Outcome

Our guiderails

How we will deliver these outcomes



Strategic Outcome

A trusted, innovative organisation with a values-driven culture

Commitment to safety, health and wellbeing

By maintaining a deep commitment to safety – protecting and enhancing the health and wellbeing of our people and our community

Trusted relationships

By developing trusted, mutually beneficial relationships with our people, partners, customers, stakeholders and the community

Digital transformation

By transforming the way we work, enabled by data-driven decision-making and innovating at speed and scale

Diverse, capable and adaptable people

By nurturing the sense of belonging and purpose in our people, and their capability and autonomy to lead and adapt to change

Our guiderails

How we will deliver these outcomes



Strategic Outcome

By learning from the enduring wisdom and holistic thinking of First Nations peoples

Learning from First Nations wisdom

By championing the value of water and delivering the Lower Hunter Water Security Plan

Valuing water now and in the future

By working with leading thinkers to plan for the needs of future generations and for the growth and prosperity of the region

Planning for future generations

By collaborating with a diverse range of partners and stakeholders to respond to climate change

Responding to climate change

A sustainable, resilient and prosperous future

Strategy driving change

Our Corporate Strategy is cascaded through the business to ensure our decision-making, across all levels, is consistent with our vision and purpose, and moves us towards the strategic outcomes we aspire to deliver.

Our **'strategic architecture'** provides this line of sight to Our Corporate Strategy.

Our Corporate Strategy

Sets our vision and purpose and the four strategic outcomes that we aspire to deliver. Our Corporate Strategy is supported by a set of guiderails to help guide how we'll get there.

Business Plan

Our Corporate Strategy is complemented by a number of tangible and measurable strategic objectives that will help move us towards our desired strategic outcomes. These objectives are regularly monitored and reviewed through Hunter Water's annual Business Plan.

Supporting strategies

A suite of organisation-wide strategies that support and complement Our Corporate Strategy, providing additional guidance to the business across key areas.



Customer Experience



Our Values



Safety, Health and Wellbeing



Sustainability



Digital



Community Engagement

Planning and implementation

Putting Our Corporate Strategy into action through:

Investment planning - where, when and how to invest to meet our strategic objectives and manage risk

Organisational planning - to drive important organisational outcomes such as safety, health and wellbeing, sustainability and community activities

Investment planning

Organisational planning

Advancing the United Nations' Sustainable Development Goals



The Sustainable Development Goals (SDGs) are 17 integrated global goals, developed by the United Nations, to support people, promote prosperity and protect the planet.

Hunter Water is committed to advancing the SDGs.

In particular, Our Corporate Strategy advances the following SDGs.



No poverty – we aim for our water to be affordable for all; with programs in place to provide assistance to those in need



Sustainable cities and communities – we are future focused; a more sustainable water future for all underpins our vision and purpose



Good health and wellbeing – high quality water services underpin the public health of our community and help provide green spaces for everyone's health and wellbeing



Responsible consumption and production – water is precious and we'll continue to champion the true value of water



Clean water and sanitation – building on our 130 year legacy, we are focused each day on delivering safe, reliable and affordable water services



Climate action – we're committed to a net zero target, and will continue to collaborate with partners and stakeholders to respond to the impacts of climate change



Affordable and clean energy - we're taking advantage of renewable energy opportunities through our solar and waste to energy programs



Life below water – we are committed to reducing our impact on waterways; by minimising what we take and the sustainable management of wastewater flows



Industry, innovation and infrastructure - we're working closely with our industry partners to provide the right solutions at the right time to support the prosperity of the region



Life on land – we are committed to minimising our impacts and maximising opportunities to protect and restore the environment



Reduced inequality – we recognise equality and diversity creates better outcomes for all; inclusion is one of our core values



Partnerships for the goals – we're focused on building trusted partnerships with our people, partners, customers and community to deliver great outcomes for our region