

## SUPPLIER PARTNERSHIP PRINCIPLES

# Partnering to deliver the aspirations of our region



Sureth





## ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Custodians of the land on which we operate, the Birpai, Awabakal, Darkinjung, Wonoruah and Worimi peoples and recognise their continuing connection to land, waters and culture. We pay our respects to their Elders past, present and emerging.

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# About Us

Hunter Water serves a population of almost 600,000 people in homes and businesses across the Lower Hunter region. We are a vertically integrated water utility – an operator and retailer from catchment to tap, sink to waterways.

Our proud roots go back to the 1880s when water was first delivered to Newcastle from a temporary pumping station on the Hunter River at Oakhampton via the Newcastle No 1 Reservoir.

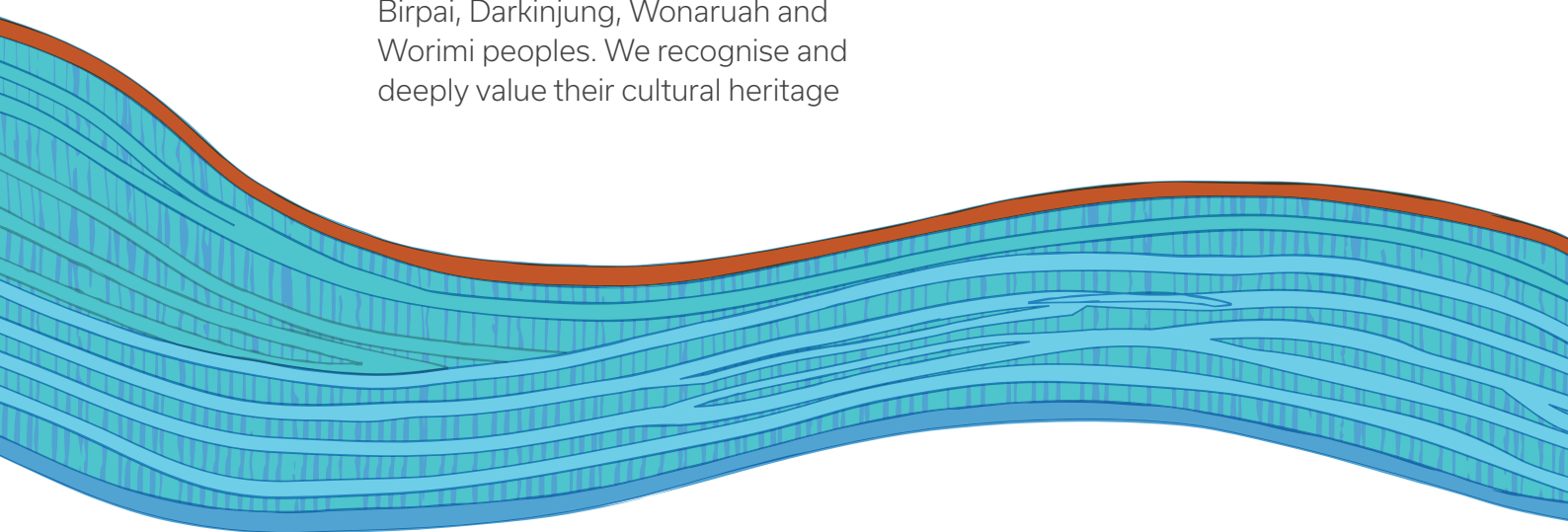
Like our region, we have grown considerably since then. We still place our customers and communities at the heart of all we do, and we are constantly looking for new ways to deliver sustainable, resilient and valued services to our community.

Our business operates within the traditional country of the Awabakal, Birpai, Darkinjung, Wonaruah and Worimi peoples. We recognise and deeply value their cultural heritage

and beliefs and, in particular, their custodianship of the waters of the Hunter for more than 40,000 years. Our Reconciliation Action Plan reflects our commitment to create improved economic, health and social outcomes for Aboriginal and Torres Strait Islander Peoples.

Our strong reputation, thought leadership and stakeholder relationships have allowed us to play an important and valued role in the development and implementation of policy, regulation, structural and economic reform in the water sector and to be a critical and trusted voice in the development of the region.

Our supply partners are a critical component in ensuring we continue to sustain and enable the quality of life for our communities.



# About the Supplier Partnership Principles (SPP)

Hunter Water has established the SPP to outline our expectations of supply partners in supporting our service delivery commitments to our customers in a safely and sustainably.

Our values are the guiding principles that inform our decision making. We are also committed to advancing the United Nations Sustainable Development Goals (SDGs). Together these form the foundations of our SPP.

The SPP are a part of Hunter Water's Procurement Policy and are designed to communicate our principles and the behaviours and business practices we expect of:

- Potential and existing supply partners, their employees, subcontractors and supply chains.
- Hunter Water employees in their engagement with our supply partners. The document also provides transparency of our supply principles to our community.



A MESSAGE FROM OUR  
MANAGING DIRECTOR

**DARREN  
CLEARY**

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*Our vision is to be a valued partner in delivering the aspirations of our region.*

*Our values help guide our decisions, balance our priorities, and connect us to achieve our vision. They are part of everything we do.*

*The Supplier Partnership Principles underpin our vision and values by outlining the impact we can have in sustaining and enabling the quality of life for our communities through partnering to deliver critical services.*

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# SPP alignment with Hunter Water Values and United Nations SDGs

The Sustainable Development Goals are 17 integrated global goals developed to support people, promote prosperity and protect the planet. The United Nations resolved to adopt the SDGs in September 2015, with Australia one of 193 member states to endorse their implementation.

The SDGs are intended to stimulate global action over 15 years (to 2030), are universally applicable (to both developed and developing nations) and internationally recognised and supported. They provide a common framework for engagement with stakeholders across all industries, public and private, to achieve global goals.

Hunter Water is engaging with regional organisations, including Local Councils,

The Indigenous Chamber of Commerce, The University of Newcastle and other government agencies to identify opportunities to drive these global goals regionally.

In incorporating and aligning with Hunter Water values with the SDG's in our SPP, we are extending this collaborative framework and shared objectives to our supplier partnerships.



**EMMA  
BERRY**

**EXECUTIVE MANAGER STRATEGY AND  
ENGAGEMENT**



*The SDGs offer a way of thinking that challenge the traditional 'business as usual' approach. Importantly, they offer a roadmap for achieving our region's vision and provide a common language and focus for collaborative partnerships.*



# SPP alignment with Hunter Water Values and United Nations SDGs



Trust



Wellbeing





## Inclusion



## Learning



## Leading



Encouraging diversity and improved social equity through our procurement actions.

Eradicate exploitation from Hunter Water supply chains.



Increase water efficiency and promote sustainable withdrawals and supply of fresh water.



Identify opportunities to reduce energy consumption and utilise renewable energy options.



Reduce waste generation and natural resource consumption.

Increase reuse, recycling, and resource recovery.



Reduce Greenhouse emissions attributable to products and services procured by Hunter Water.



Take effective action to identify and eradicate modern slavery from supply chains.



Build effective, accountable and inclusive institutions. Prevent, detect and respond appropriately to allegations and incidents of fraud or corruption or other serious misconduct.



Identify opportunities to create meaningful work opportunities and reduce barriers to work opportunities.



Ensure effective catchment management and ensure practices promote ecosystem health.

Engage and collaborate with regional organisational organisations and suppliers to support sustainable procurement outcomes and SDG advancement.

# Application of the Supplier Partnership Principles (SPP)

The SPP applies to all Hunter Water procurement and service delivery activities regardless of value and risk.

Our expectations are outlined across three levels of behaviours, with each level incorporating the requirement of the previous level.

1

## MINIMUM

Proactive systems to manage legislations and regulatory compliance and corrective action

2

## PROGRESSING

### MINIMUM plus:

- Business systems and practices integrate Supplier Partnership Principles
- Awareness programs support staff and supply chain adoption and alignment with Supplier Partnership Principles

3

## LEADING

### MINIMUM and PROGRESSING plus:

- SPP targets are established, monitored and supported by a continuous improvement and innovation framework
- Proactive systems to facilitate and encourage collaboration in risk management and innovation with Hunter Water

We will use the SPP and the defined expectation levels as a tool to inform all of our decisions relating to our interactions with supply partners, including tender evaluations, performance reviews and contract extensions to ensure outcomes align with our objectives and support our values.

We will work with key supply partners to undertake assessments of achievement against the SPP and support supply partners to build capacity and capability towards Leading standards

Hunter Water recognises there are reciprocal obligations of both our employees and our supply partners participating in procurement and service delivery activities. Without this reciprocation we cannot achieve our objectives.



## The Supplier Partnership Principles and Hunter Water Employees

All staff undertaking procurement activities need to consider the following obligations in relation to the goods or services they are buying or services they are managing:

- Be aware of and comply with all relevant regulations and legislation
- Be aware of and comply with all applicable Hunter Water procurement and safety procedures
- Maintain the highest level of ethics and integrity
- Promptly investigate and remedy any issues or breaches relating to this SPP or seek advice and support to do so
- Consider how you might improve outcomes or reduce risk associated with each of the 6 Hunter Water Partnership Objectives through:
  - Thoughtful design and specification
  - Targeted evaluation criteria and weightings
  - Targeted KPI's and Performance Management requirements
  - Ensure realistic price and time-frame expectations
  - Ensure the process of engagement is streamlined and inclusive
  - Encourage frank and open discussions with suppliers
  - Encourage collaboration and innovation opportunities with suppliers whenever possible





Each Partnership Objective is defined and aligned to a Hunter Water Value and the related SDG to clearly articulate the goal. The SPP outlines the behavioural expectations for supply partners across the 6 supplier partnership objectives to provide a context for suppliers to incorporate each Partnership Objective into their own decision-making and behaviours.

Not every objective will be applicable to all procurement and service delivery activities, however, as an extension of Hunter Water, we expect the SPP will guide supply partners in ensuring ethical decision making and behaviours.



*" We will collaborate with supply partners to assess achievement to the SPP and identify opportunities to recognise and incentivise improved performance."*

# Safety, Health and Wellbeing

Ensure the safety and wellbeing of our staff, supply partners and all people working or living or visiting in our region.

## Wellbeing

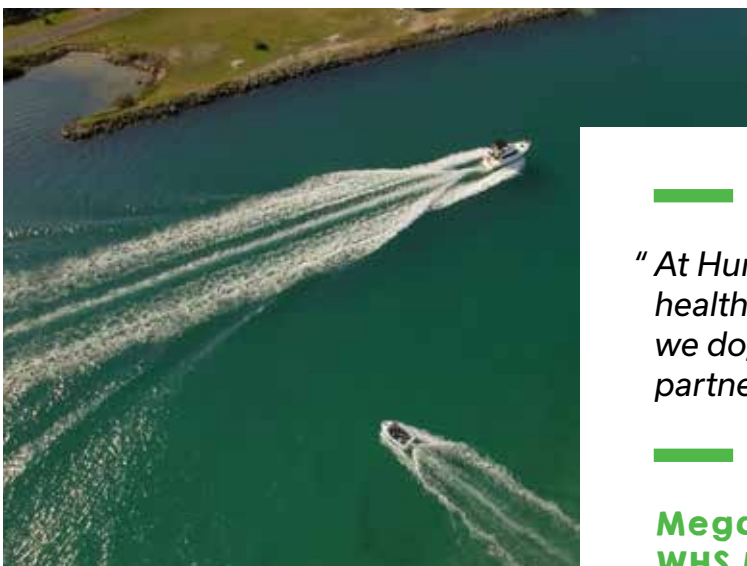
We care for each other's wellbeing and that of our communities and our environment.

At Hunter Water, nothing is more important than the Safety, Health and Wellbeing (SH&W) of everyone we engage with.

We are committed to achieving and maintaining a positive SH&W culture where all people are valued, and SH&W is seen as the highest business priority. We aspire to be a workplace that prevents work-related injuries and ill health caused by physical and psychosocial hazards. We strongly support a cooperative and inclusive work environment that promotes participation, consultation and innovation.



**3** GOOD HEALTH AND WELL-BEING



*"At Hunter Water, we integrate safety, health and wellbeing into everything we do, and we ask our supply partners to uphold the same values."*

**Megan Brewster**  
**WHS MANAGER**

# Our Expectations

<b>Minimum Supplier Performance</b>	<b>Progressing Supplier Performance</b>  (Includes minimum performance)	<b>Leading Supplier Performance</b>  (Includes minimum & progressing performance)
Has policies and procedures to comply with relevant laws and regulations, including the Work Health and Safety Act 2011	Actively monitor safety and wellbeing performance	Sets stretch safety and wellbeing targets that are monitored and reviewed regularly and reported to staff and management
Has policies and procedures to work in accordance with Hunter Water Safety Regulations	Foster a culture of proactive and positive safety and wellbeing awareness	Collaborate with Hunter Water to identify and implement safety and wellbeing innovations
Operate safety management systems appropriate to Hunter Water Fatal Risk Standards, Safety, Health and Wellbeing, policy and all other project safety requirements	Has an ISO accredited Safety Management System	Has safety and wellbeing engagement, training and support programs for staff to proactively drive positive safety and wellbeing outcomes, including recognition and reward
Mitigates and manages safety and wellbeing risks	Is open and transparent with Hunter Water regarding any risk, inefficiency or impediment where it increases the risk to safety or wellbeing	Has continuous improvement processes and culture to ensure that systems and practices are regularly reviewed to identify and implement improvement opportunities

# Innovation

Foster innovation through supply chains to deliver more efficient, effective and resilient products and services for Hunter Water, our customers and our community.

## Learning

We have a thirst for learning.

At Hunter Water, we continually seek opportunities to better ourselves, by learning from those around us through collaboration and enquiry, which 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.



*"Acting innovatively is key to enabling the sustainable growth of the region and the lives our communities desire, with high-quality services."*

**Amber Mitchell**  
**Go Digital Program Manager**





# Innovation

## Our Expectations

<b>Minimum Supplier Performance</b>	<b>Progressing Supplier Performance</b>  (Includes minimum performance)	<b>Leading Supplier Performance</b>  (Includes minimum & progressing performance)
Has policies and procedures that consider and promote innovation outcomes where relevant	Actively monitor safety and wellbeing performance	Sets stretch safety and wellbeing targets that are monitored and reviewed regularly and reported to staff and management
Has documented work practices to support Hunter Water innovation objectives	Foster a culture of proactive and positive safety and wellbeing awareness	Collaborate with Hunter Water to identify and implement safety and wellbeing innovations
Operate business systems that foster innovation to deliver more efficient and effective, resilient products and services for Hunter Water	Actively reviews supply chain business management system/s to ensure innovation opportunities are maximised	Has engagement, training and support programs for staff to proactively drive innovation outcomes, including recognition and reward
Mitigates and manages risks through innovation	Is open and transparent with Hunter Water regarding any innovation impediments or opportunities	Has continuous improvement processes and culture to ensure that systems and practices are regularly reviewed to identify and implement improvement opportunities

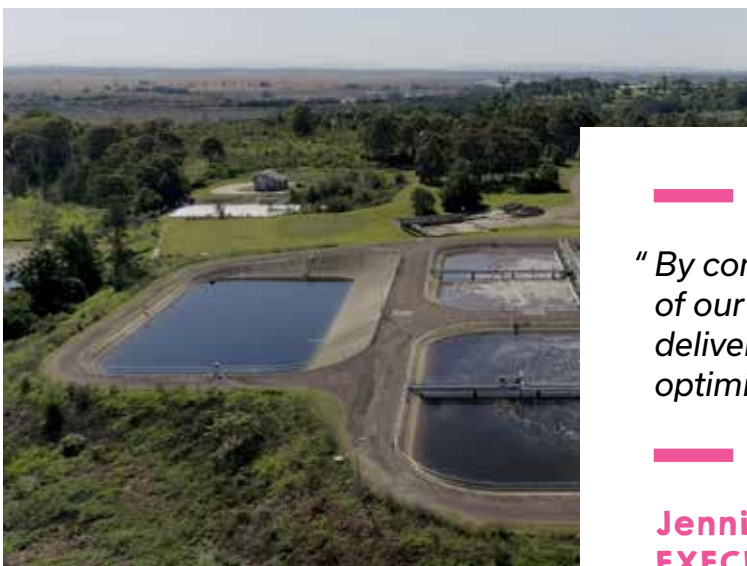
# Value for Money

Prioritise value and quality for money throughout the entire life-cycle of a product or service rather than the lowest initial cost.

## Leading

We step up!

At Hunter Water, 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 team[s] to deliver on our commitments. We innovate and influence change.



*"By considering the whole of life cost of our assets, we are ensuring service delivery value for our customers is optimised now and into the future."*

**Jennifer Hayes**  
**EXECUTIVE MANAGER FINANCE**  
**AND BUSINESS PERFORMANCE**

# Value for Money

## Our Expectations

<b>Minimum Supplier Performance</b>	<b>Progressing Supplier Performance</b>  (Includes minimum performance)	<b>Leading Supplier Performance</b>  (Includes minimum & progressing performance)
Has policies and procedures to consider and promote value for money processes and whole of life cost optimisation	Actively monitor cost drivers and performance	Sets stretch targets relating to cost and performance that are monitored and reviewed regularly and reported to staff and management
Has documented work practices to support Hunter Water objectives to identify and realise value for money	Foster a culture of proactive efficiency and innovation attainment	Collaborate with Hunter Water to identify and implement cost and performance innovations
Operate business systems that optimise efficiency, innovation, performance and cost of products and services	Actively reviews supply chain business management system/s to ensure efficiency, resilience and cost optimisation	Has cost and performance improvement engagement, training and support programs for staff to proactively drive improvement outcomes, including recognition and reward
Provide competitive whole of life cost outcomes across: <ul style="list-style-type: none"> <li>• Maintenance</li> <li>• Operation</li> <li>• Obsolescence</li> </ul>	Be open and transparent with Hunter Water regarding any inefficiency or impediment limiting value for money outcomes	Has continuous improvement processes and culture to ensure that systems and practices are regularly reviewed to identify and implement cost and performance improvement opportunities

# Ethical Practices

Hunter Water has a responsibility to our customers and community to operate with the highest level of transparency, integrity, professionalism and ethics. We are committed to conducting procurement activities and delivering our services to the highest standard of corporate governance.

## Trust

We are honest, open and ethical.

At Hunter Water, 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.



*"Customers and community are at the heart of everything we do. We have achieved a level of trust and respect in our community through transparency, integrity and accountability. Our supplier partners of choice also share these values and model this behaviour."*

**Clint Thomson**  
**EXECUTIVE MANAGER CUSTOMER DELIVERY**



# Ethical Practices

## Our Expectations

Minimum Supplier Performance	Progressing Supplier Performance (Includes minimum performance)	Leading Supplier Performance (Includes minimum & progressing performance)
Has policies and procedures to comply with all relevant laws and regulations, including the Independent Commission Against Corruption Act 1988	Actively monitors ethical practice compliance	Has defined mechanisms to encourage proactive reporting/whistleblowing through confidential and anonymous channels for employees, supply chain and community members
Has a code of conduct or similar written documentation that supports Hunter Water's ethical standards and governance requirements as outlined in the Hunter Water Code of Conduct	Foster a culture of proactive and positive ethical practice awareness and compliance behaviour	Collaborate with Hunter Water to identify any impediment to ethical behaviour and work with Hunter Water to resolve
Implement governance management framework including safety and risk assessments, issue monitoring and investigation of issues or breach relating to this SPP	Actively reviews supply chain business management system/s to ensure ethical behaviour and ensure alignment with Hunter Water systems and processes	Has ethical governance and practices training and support programs for staff to proactively drive positive safety and wellbeing outcomes, including recognition and reward
Do not participate in any behaviours to obtain unfair advantage such as: <ul style="list-style-type: none"> <li>• Collusion</li> <li>• Corruption</li> <li>• Gifts or bribery</li> </ul>	Is open and transparent with Hunter Water regarding any probity or governance risks	Has continuous improvement processes and culture to ensure that systems and practices are regularly reviewed to identify and implement improvement opportunities

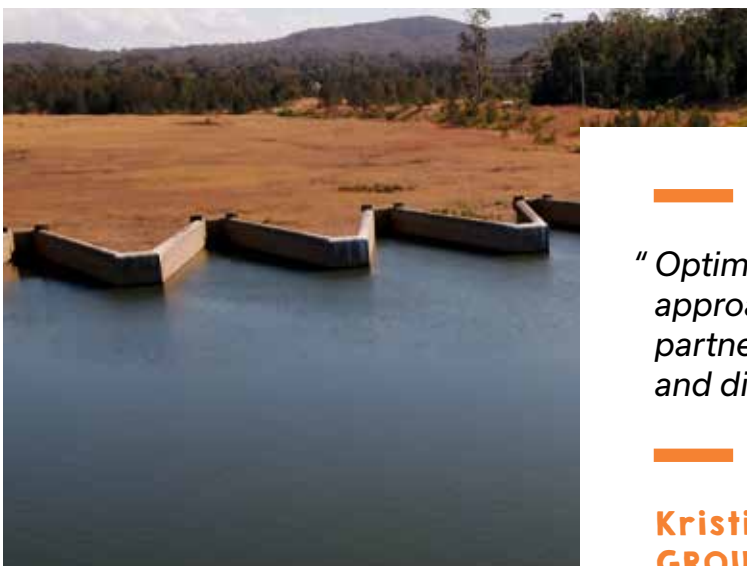
# Simplified Business

Seek procurement practices that support easy engagement and participation for all supply partners and enhance supplier partnerships to drive innovation and value.

## Inclusion

We value and respect diversity.

At Hunter Water, 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.



*" Optimised engagement and onboarding approaches help Hunter Water attract supply partners of choice as well as promote local and diverse supply chain engagement."*

**Kristi Mandich**  
**GROUP MANAGER COMMERCIAL**  
**PROCUREMENT**

# Simplified Business

## Our Expectations

Minimum Supplier Performance	Progressing Supplier Performance (Includes minimum performance)	Leading Supplier Performance (Includes minimum & progressing performance)
Has policies and procedures to consider and promote simplified business operations	Invests in effective business management system/s that drive better value for money and support and align with Hunter Water systems and processes	Sets stretch efficiency and cost reduction targets that are monitored and reviewed regularly and reported to staff and management
Has documented work practices and procedures to align with Hunter Water supplier tendering, invoicing, record management and contractual requirements	Foster a culture of proactive cost and process improvement	Collaborate with Hunter Water to identify and implement efficiency and cost reduction innovations
Operate business management systems appropriate to Hunter Water requirements	Actively reviews supply chain business management system/s to drive better value for money and ensure alignment with Hunter Water systems and processes	Has efficiency and cost reduction training and support programs for staff to proactively drive positive safety and wellbeing outcomes, including recognition and reward
Mitigates and manages business management or operational risks that impact its service delivery and that if its customers and supply chains	Is open and transparent with Hunter Water regarding process efficiency or cost reduction impediments or opportunities	Has continuous improvement processes and culture to ensure that systems and practices are regularly reviewed to identify and implement improvement opportunities

# Regional Social, Environmental and Economic Prosperity

Hunter Water incorporates a triple bottom line approach to sustainability, ensuring positive social, environmental, and economic outcomes are central to our decision making. We ask the same of our supply partners to ensure we positively contribute to our region and beyond.



**INCLUSION**

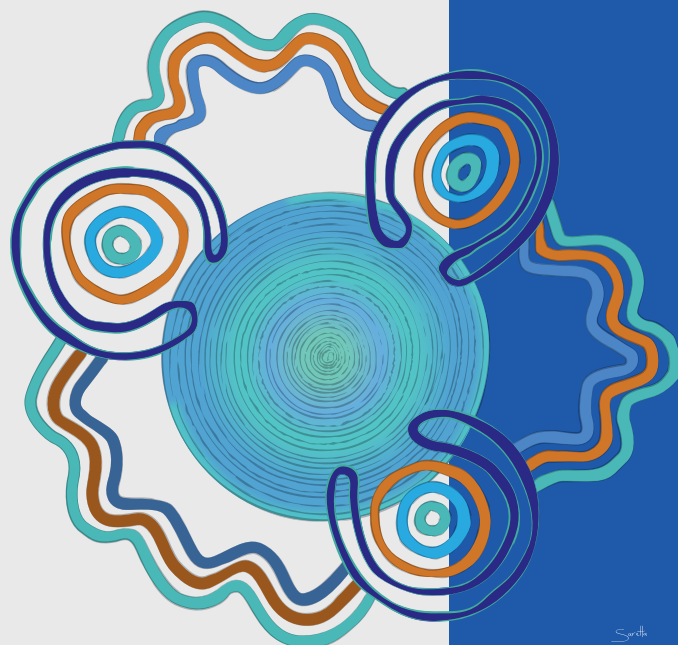


**LEARNING**





**This objective is segmented into six parts to clearly articulate our expectations of this critical objective:**



## **Labour and Human rights**

Tackle hidden labour exploitation and practices in our operations and supply chain where they can be identified. This includes illegal wages and employment practices, unlawful discrimination, harassment and modern slavery

## **Local Sourcing**

We will encourage the use of supply partners who live in, or directly contribute to the prosperity of our region

## **Diversity, Inclusion and Community Involvement**

We will proactively encourage supplier and workforce diversity through our supply chains and develop effective relationships with our community

## **Resource Conservation**

We are committed to reducing carbon emissions, waste product and water and energy usage

## **Resilience**

We will build and operate assets that are resilient to climate and weather events, including bush fire, sea level rise, floods and storms

## **Ecosystem Health**

We will protect and enhance our natural environment

# Labour and Human Rights

## Our Expectations

<b>Minimum Supplier Performance</b>	<b>Progressing Supplier Performance</b> (Includes minimum performance)	<b>Leading Supplier Performance</b> (Includes minimum & progressing performance)
Has policies and procedures to comply with relevant labour laws and regulations, including the fair Work Act 2009 and the Modern Slavery Act 2018	Actively assess and monitor labour and human rights risks in your organisation and your supply chains	Sets targets that are monitored and reviewed regularly and reported to staff and management
Has documented work practices to ensure Hunter Water requirements relating to labour practices are maintained	Foster a culture of proactive and positive labour and human rights risk awareness	Collaborate with Hunter Water to identify and implement labour and human rights related improvement and innovations
Operate employee and subcontractor management systems appropriate to comply with legislations and Hunter Water requirements	Report on labour and human rights risks identified in your supply chain and have proactive strategies to address risks	Has diversity and inclusion targets which are regularly reviewed and reported, such as gender pay gap or minority employment outcomes
Mitigates and manages any labour and human rights risks and has corrective action processes in place to ensure appropriate redress of potential or actual incidents	Provide transparency of supply chains to Hunter Water and participate in open and honest dialogue to identify and address mutual risks relating to labour or human rights	Has continuous improvement processes and culture to ensure that systems and practices are regularly reviewed to identify and implement improvement opportunities

# Local Sourcing

## Our Expectations

<b>Minimum Supplier Performance</b>	<b>Progressing Supplier Performance</b> (Includes minimum performance)	<b>Leading Supplier Performance</b> (Includes minimum & progressing performance)
Has policies and procedures to consider and promote local sourcing when appropriate	Actively monitor local sourcing performance	Sets stretch targets supporting local sourcing outcomes that are monitored and reviewed regularly and reported to staff and management
Has documented work practices to support Hunter Water objectives to encourage local sourcing opportunities in supply chains	Foster a culture of proactive and positive awareness of local sourcing benefits/ opportunities	Collaborate with Hunter Water to identify and deliver tangible benefits to our economy including local employment and business investment
Operate employee and subcontractor management systems appropriate to comply with government and Hunter Water local sourcing objectives	Actively monitors local sourcing activities and developments in supply chains and subcontracts	Has local sourcing/economy training and support programs for staff to proactively drive positive outcomes, including recognition and reward.
Proactively seeks opportunities to increase local sourcing through business practices, procurement decisions and supply chain/subcontractor select	Is open and transparent with Hunter Water regarding local sourcing/economic prosperity opportunities	Has continuous improvement processes and culture to ensure that systems and practices are regularly reviewed to identify and implement improvement opportunities

# Diversity, Inclusion and Community Involvement

## Our Expectations

<b>Minimum Supplier Performance</b>	<b>Progressing Supplier Performance</b> (Includes minimum performance)	<b>Leading Supplier Performance</b> (Includes minimum & progressing performance)
Has policies and procedures to comply with relevant laws and regulations relating to discrimination or equality	Actively monitors diversity, inclusion and community involvement	Sets stretch diversity and inclusion targets that are monitored and reviewed regularly and reported to staff and management
Has documented work practices to support Hunter Water objectives to positively contribute to diversity and inclusion in the communities we operate	Foster a culture of proactive and positive labour and human rights risk awareness	Collaborate with Hunter Water to identify and implement diversity and inclusion innovations or support Hunter Water target achievement
Operate employee and subcontractor management systems appropriate to comply with legislations and Hunter Water requirements	Actively monitors diversity, inclusion and community involvement in supply chains and subcontracts	Has diversity and inclusion, training and support programs for staff to proactively drive positive outcomes including recognition and reward.
Proactively seeks opportunities to increase diversity, inclusion and community involvement through business practices, procurement decisions and supply chain/subcontractor select	Is open and transparent with Hunter Water regarding any risk/opportunity relating to diversity and inclusion	Has continuous improvement processes and culture to ensure that systems and practices are regularly reviewed to identify and implement improvement opportunities

# Resource Conservation

## Our Expectations

<b>Minimum Supplier Performance</b>	<b>Progressing Supplier Performance</b> (Includes minimum performance)	<b>Leading Supplier Performance</b> (Includes minimum & progressing performance)
Has policies and procedures to comply with relevant environmental laws and regulations	Actively consider natural resource consumption and waste reduction in business planning, purchasing and project management decisions	Sets stretch targets relating to natural resource consumption and waste reduction that are monitored and reviewed regularly and reported to staff and management
Has documented work practices to support Hunter Water objectives to reduce waste and natural resource consumption	Foster a culture of proactive and positive consumption and wastes reduction awareness and management	Collaborate with Hunter Water to identify and implement actions that reduce natural resource consumption and waste reduction or reuse
Operate employee and subcontractor management systems appropriate to comply with legislations and Hunter Water requirements	Actively monitor and consider natural resource consumption and waste reduction behaviour in supply chains and sub contractor selection and management	Has natural resource consumption and waste reduction or reuse awareness training and support programs for staff to proactively consider and reduce behaviour that negatively contributes to climate change, including recognition and reward.
Proactively manages energy, carbon and waste reduction	Is open and transparent with Hunter Water regarding opportunities to reduce natural resource consumption and waste	Has continuous improvement processes and culture to ensure that systems and practices are regularly reviewed to identify and implement improvement opportunities



# Resilience

## Our Expectations

<b>Minimum Supplier Performance</b>	<b>Progressing Supplier Performance</b> (Includes minimum performance)	<b>Leading Supplier Performance</b> (Includes minimum & progressing performance)
Has policies and procedures to consider and promote resilience in areas such as supply chain, financial, climate and weather	Actively monitor and consider weather event and climate change risk in business planning, purchasing and project management decisions	Sets stretch targets relating to climate/weather resilience that are monitored and reviewed regularly and reported to staff and management
Has documented work practices to support with Hunter Water objectives to improve supply chain, climate, weather and financial resilience through our procurement activity	Foster a culture of proactive and positive climate change and weather event awareness and risk management	Collaborate with Hunter Water to identify and implement climate/weather resilience innovations
Operate employee and subcontractor management systems appropriate to comply with legislations and Hunter Water requirements	Actively monitor and consider weather event and climate change risk in supply chains and sub contractor selection and management	Has climate change/weather resilience awareness, training and support programs for staff to proactively consider and reduce behaviour that negatively contributes to climate change, including recognition and reward
Mitigates and manages weather event and climate change risks and has corrective action processes in place to ensure appropriate redress of potential or actual incidents	Is open and transparent with Hunter Water regarding any risk, inefficiency or impediment posed by weather events or climate change	Has continuous improvement processes and culture to ensure that systems and practices are regularly reviewed to identify and implement improvement opportunities impacting climate

# Ecosystem Health

## Our Expectations

<b>Minimum Supplier Performance</b>	<b>Progressing Supplier Performance</b> (Includes minimum performance)	<b>Leading Supplier Performance</b> (Includes minimum & progressing performance)
Has policies and procedures to comply with relevant laws and regulations governing pollution and protecting ecosystem health	Actively monitor pollution and ecosystems impact performance	Sets targets relating to pollution and ecosystem health that are monitored and reviewed regularly and reported to staff and management
Has documented work practices to support Hunter Water objectives to positively contribute to ecosystem health both regionally and globally through our procurement activities	Foster a culture of proactive and positive pollution and ecosystem management awareness	Collaborates with Hunter Water to identify and implement innovations to reduce pollution and ecosystem impact
Operate employee and subcontractor management systems appropriate to comply with legislations and Hunter Water requirements	Assesses and manages supply chain pollution and ecosystem management systems to limit risks	Has training and support programs for staff to proactively drive positive pollution and ecosystem outcomes, including recognition and reward programs
Mitigates and manages any pollution or ecosystem impact risks and has corrective action processes in place to ensure appropriate redress of potential or actual incidents	Is open and transparent with Hunter Water regarding any risk, inefficiency or impediment where it increases risk to pollution or impact to ecosystems	Has continuous improvement processes and culture to ensure that systems and practices are regularly reviewed to identify and implement improvement opportunities

