



SUSTAINABILITY REPORT

2022/23



ABOUT THIS REPORT

This is Urban Utilities’ first Sustainability Report, and we intend to continue this reporting on an annual basis. This report covers the period from 1 July 2022 to 30 June 2023 (FY23), unless otherwise stated, and has been prepared using information available at the time of publication. The disclosures in this report are guided by the material environmental, social and governance (ESG) issues most critical to our business. For a complete view of Urban Utilities’ business and financial performance, we recommend this report be read in conjunction with our FY23 Annual Report, available online at www.urbanutilities.com.au.

Urban Utilities commissioned KPMG to perform a pre-assurance review of our general reporting methodology, including the process of gathering and validating data. A sample of data was provided to KPMG, which was independently reviewed.

In an effort to minimise paper waste and reduce our environmental impact, this report has been designed for digital distribution and consumption.

ACKNOWLEDGEMENT OF COUNTRY

We acknowledge the Traditional Owners of the lands on which we operate, and recognise their continuing connection to land, waters, and community. We pay our respect to them and their cultures, and to elders both past and present.

Cover photo: Our Helidon Resource Recovery Centre – home to drought-proof koala habitat and innovative algae-based technology that is treating wastewater naturally.

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A message from our Chair and CEO

OUR INAUGURAL SUSTAINABILITY REPORT

At Urban Utilities, we are determined to ensure that our business creates a positive long-term impact. While sustainability has always been central to our business strategy, we're proud to be formalising our commitment to a sustainable future through the development of a robust and transparent Environmental, Social and Governance (ESG) Framework. Our ESG Framework is presented here in Urban Utilities' first dedicated Sustainability Report.

This report details our approach to governance and leadership in managing sustainability-related risks and opportunities. It also examines the environmental and social impacts of our operations and describes the measures we're taking to drive ongoing sustainable change. Importantly, we're committed to presenting a balanced account that highlights the areas in which we're performing well, as well as those in which we can improve.

The purpose of this report is to inform our communities, shareholders, strategic partners, and employees of our ESG strategy and our sustainability impacts.

OUR REPORTING FRAMEWORK

Our sustainability commitments and associated business initiatives are structured in this report around seven sustainability pillars. They include:

- Net Zero
- Healthy Land and Water
- Responsible Waste Management
- Sustainable Water Future
- Satisfied Customers and Liveable Communities
- Safe and Engaged Workforce
- Corporate Governance.

Our pillars have been drawn from an analysis of the sustainability issues that matter most to our internal and external stakeholders (see our Materiality Assessment on page 7).

SUSTAINABILITY REPORTING IS EVOLVING

Our first Sustainability Report will help Urban Utilities to prepare for a rapidly evolving global ecosystem for corporate reporting.

ESG reporting, initially a non-binding invitation for companies to articulate their strategies for managing sustainability-related risks and opportunities, has now become a critical aspect of corporate responsibility worldwide. Many jurisdictions, including Australia, are transitioning from voluntary to mandatory sustainability-related disclosures.

From 2024, Australia's largest corporations will be required to account for new climate-related disclosures. Although the timeframe for the water sector's implementation of sustainability-related disclosures is not yet fully defined, Urban Utilities is getting ready now.

THE BROADER CHALLENGE

Australian water utilities have a long-standing focus on environmental outcomes. Our industry's next challenge - leveraging our sustainability outcomes - is to work together to optimise our environmental and social impacts through enhanced sustainability-related reporting.

By embracing these new reporting requirements and proactively addressing sustainability challenges, we are positioning ourselves as a responsible and forward-thinking organisation.

On behalf of the Urban Utilities team, we're pleased to share with you our 2023 Sustainability Report.



Bronwyn Morris AM
Chair



Paul Arnold
Chief Executive Officer



Boorah Sewage Treatment Plant

OUR BUSINESS AT A GLANCE

WHO WE ARE

On 1 July 2010, the Central SEQ Distributor-Retailer Authority, trading as Queensland Urban Utilities, was established as a statutory body under the *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009* and a service provider under the *Water Supply (Safety and Reliability) Act 2008*.

Our shareholders are the councils of Brisbane, Ipswich, Lockyer Valley, Scenic Rim, and Somerset, and we are governed by an independent Board (see page 46). We operate in a unique environment where we serve the same customers and communities as our shareholders.

WHAT WE DO

We are responsible for delivering drinking water, recycled water, and wastewater services to approximately 633,300 residential properties and 30,300 commercial properties in South East Queensland. We deliver these services via our vast \$6.7 billion infrastructure network.

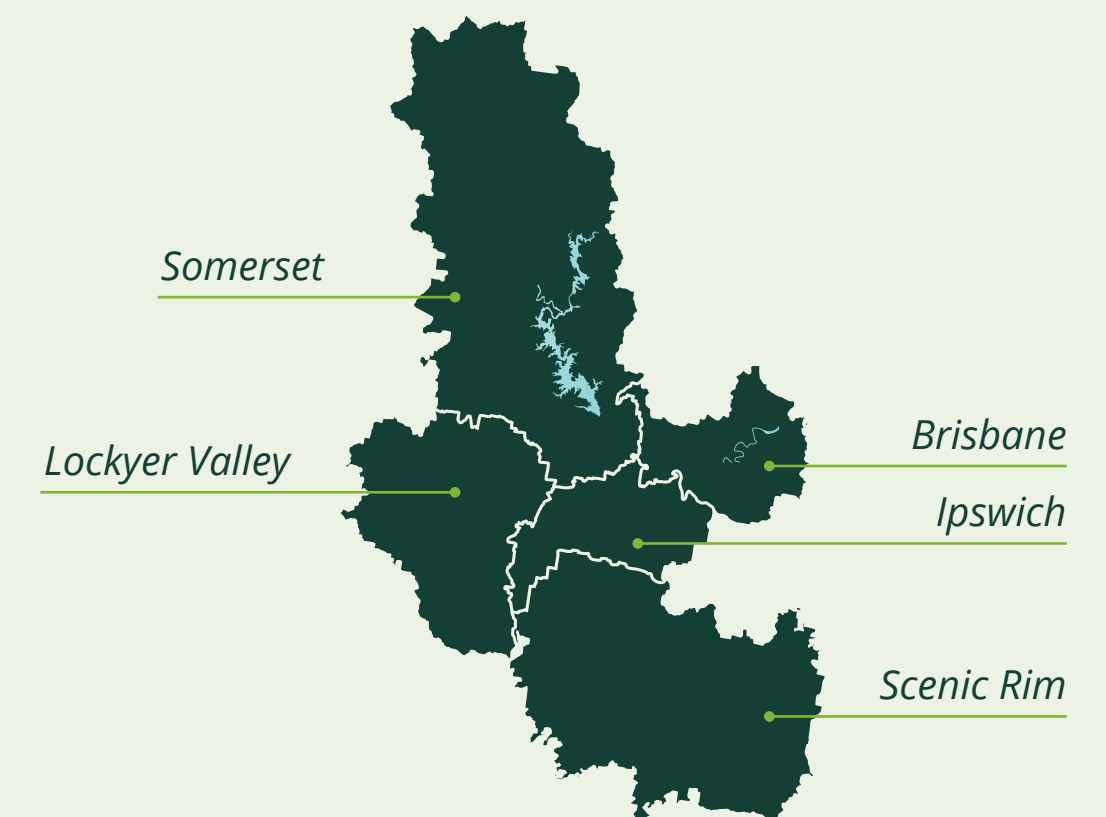
We undertake a number of related functions to enable our core services, including:

- future services planning
- asset planning and management
- water meter management and billing
- development assessments and approvals
- waste management (including trade waste)
- research and development.

We also operate the Scientific Analytical Services (SAS) Laboratory, which is responsible for providing water sampling services and chemical and microbiological analysis to a range of industries. You can find out more at www.saslaboratory.com.au.

WHERE WE OPERATE

Our 14,384km² geographic area comprises five local government areas: Brisbane, Ipswich, Lockyer Valley, Scenic Rim, and Somerset.



OUR BUSINESS AT A GLANCE

OUR STRATEGIC DIRECTION

PURPOSE

Enrich quality of life

THE CRITICAL FEW

To help us realise our Purpose, we are focused on three key priorities. We refer to these as 'The Critical Few':

- **Safe and efficient water services every day** – Get the foundations right to deliver liveability outcomes for our customers and communities every day.
- **Build trust** – Never fail on our promise to customers and remain trusted custodians of our communities' water assets.
- **Shape and grow our future** – Sustain long-term value, address climate and asset risk, and leverage new value from core capabilities and innovative partnerships.

OUR CRITICAL OUTCOMES

We have developed five Critical Outcomes to sharpen our focus on performance outcomes that will deliver our strategic objectives:



Safety

We protect the safety of our people and the public



Public health

We protect the public health of the communities we serve



Environment

We deliver on the environmental values of the receiving environment



Experience

We deliver a great experience for our customers and our people



Cost & Capital

We minimise the cost to service in the long run

OUR VALUES

We CARE:

We're Connected.

We're here for each other and our customers. We generously share our talent, time, and knowledge.

We're All In.

We're one team. We've got grit, can always be counted on and love what we do.

We Keep It Real.

We're good humans. We embrace real and meaningful conversations. We bring our whole self to work.

We're Evolving.

We're curious, we challenge the status quo to create change that adds value.



Oxley Sewage Treatment Plant

OUR APPROACH TO SUSTAINABILITY

OUR COMMITMENT TO THE UNITED NATIONS' SUSTAINABLE DEVELOPMENT GOALS

In 2015, the United Nations adopted the Agenda for Sustainable Development. It is a global action plan for people, the planet, and prosperity, structured around 17 Sustainable Development Goals (SDGs). These goals cover the three dimensions of sustainable development: economic growth, social inclusion, and environmental protection.

Urban Utilities is proud to be a signatory of the Water Services Association of Australia's industry commitment to support and promote the SDGs. By aligning with this well-established global framework, we are directing our efforts towards fostering a sustainable future for our region, Australia, and the world at large. It also helps our stakeholders to examine our sustainability outcomes in the context of the wider Australian water industry.

While we support the realisation of all 17 SDGs, this report focuses on the 14 goals where we believe our work can make the most significant contribution. These goals are referenced throughout the report.



READY FOR THE FUTURE

Through publication of this report, we are proactively preparing our business to meet the evolving reporting requirements and rising expectations of transparency from our shareholders and our customers.

In June 2023, the International Sustainability Standards Board (ISSB) released its inaugural sustainability standards, establishing a global common language for sustainability disclosure. At this stage, the Standards only apply to Australia's largest listed and unlisted companies, and will take effect for annual reporting periods beginning on or after 1 January 2024.

While a timeframe for application of these reporting requirements to the water sector has not yet been legislated, Urban Utilities is undertaking analysis of the ISSB standards. We are also undertaking early analysis of a broader range of metrics and targets that we may need to incorporate into our ESG strategy in coming years. For now, however, we have provided a summary range of metrics to illustrate our sustainability outcomes.



Heildon Algae Testing Site

REPORTING ON WHAT MATTERS

EXPLAINING OUR MATERIALITY ASSESSMENT

A materiality assessment is the process used to define and prioritise the social and environmental issues that matter most to a particular entity. Through a process of consultation and review, material topics are condensed into a focused short-list that subsequently informs corporate sustainability strategy, governance, risk, and reporting disclosures.

In 2022, we completed our own materiality assessment. To support the delivery of our corporate ESG strategy and enable publication of this Sustainability Report, we identified potential material topics through:

- Consideration of our established strategies and policies, the policy positions of our shareholders, and global standards and best practice.
- Engagement with internal stakeholders through a series of interviews and workshops.

Of the 20 material topics initially identified, each topic was assigned a level of importance based on its overall potential to impact our business and our stakeholders, as well as its impact from an environmental and social perspective. These rankings were defined based on our





















established Risk Management Procedure and were refined according to qualitative insights shared in interviews about organisational processes, regulatory and compliance obligations, stakeholder priorities, and future concerns.

The final materiality assessment resulted in **10 material ESG topics**, which have informed the disclosures in this report. To further streamline our reporting, we have grouped similar material topics under seven overarching sustainability pillars (see Performance Snapshot on page 8).

As the reporting environment in Australia evolves, we will reassess our material topics and ensure that future reports continue to reflect the sustainability issues that matter most to our stakeholders and the communities we serve.

MATERIAL TOPICS			
ESG priority	Material topic	Description	Our response
Environment	Nuisance emissions	Managing environmental nuisance emissions from our operations, including odours, noises, and vibrations, in line with corporate targets, environmental authority limits, and stakeholder expectations.	Page 10, 11
	Climate change	Actively identifying climate-related risks and opportunities impacting our operations, and developing appropriate resilience and adaptation strategies.	Page 10, 11, 21, 24
	Waterway management	Ensuring the sustainable extraction and use of natural water resources, both directly through our operations and through supply chains, and responsibly managing waste emissions to the receiving environment in line with corporate targets, environmental authority limits, and stakeholder expectations.	Page 9, 13-18, 21
Social	Waste management	Ensuring the responsible management of waste streams (including waste nutrient emissions) from our operations and services, and adopting circular economy and recycling practices to reduce environmental impacts.	Page 9, 19-22
	Public health	Maintaining the health and safety of the public by providing a supply of drinking water that is safe for human consumption, and providing sewage and sanitation services that significantly reduce public health risks.	Page 9, 16, 23, 28, 29
	Water security and reliability	Ensuring that the water supply for our customers is secure, and that there is an appropriate balance between cost-effectiveness and reliability, including planning for and managing the implications of changing precipitation patterns.	Page 23, 24, 25
	Employee health and wellbeing	Creating a culture of physical and psychological health and safety that enables employees to perform tasks safely and effectively, develop job security and satisfaction, and create an environment that fosters growth, high performance, and sustainability in our workforce.	Page 35, 36, 40-43
	Community liveability and wellbeing	Collaborating with groups affiliated with Urban Utilities to create positive social value, and ensuring the physical, mental, and economic wellbeing of our communities to improve environmental liveability, sustainability, and resilience.	Page 15, 16, 23-34
Governance	Corporate governance	Pursuing corporate actions that achieve compliance with our legal and regulatory obligations, align with our purpose, values, and standards of professional conduct, serve the interests of stakeholders, and ensure transparent and authentic disclosure of our priorities, activities, and achievements.	Page 45-52
	Protective security	Identifying and managing threats to our people, operations, assets, and information arising from internal or external risks or incidents.	Page 50, 51

SUSTAINABILITY PERFORMANCE SNAPSHOT

ESG PRIORITIES	SUSTAINABILITY PILLARS Related material topics	HIGHLIGHTS & CHALLENGES	METRICS & TARGETS	CRITICAL FEW ALIGNMENT	CRITICAL OUTCOME ALIGNMENT	SDG ALIGNMENT
<div>ENVIRONMENT</div> <div>We are building on our core products and services so the natural ecosystems we interact with are clean, vibrant, and resilient for future generations</div> <div></div>	<div>Net Zero</div> <ul style="list-style-type: none">Climate change <div>Healthy Land & Water</div> <ul style="list-style-type: none">Waterway managementNuisance emissions <div>Responsible Waste Management</div> <ul style="list-style-type: none">Waste management	<ul style="list-style-type: none">Planted 1,100 native gum trees in Helidon, which are being irrigated with recycled water from our nearby wastewater treatment plant.Made progress on the construction of a nature-based solution in Brisbane, which will reduce wet weather overflows and deliver better community and environmental outcomes.Commissioned our Receiving Environment Digital Twin (REDiT), which is helping us determine our waterway environmental footprint and undertake water emissions scenario planning analysis.Concluded our research into the efficacy of farming seaweed to reduce nutrients in Moreton Bay.Commissioned a demonstration plant in the Lockyer Valley that uses innovative algae-based technology to naturally treat wastewater.Partnered with Cleanaway to generate renewable energy from organic food waste.Pursued the possibility of building a new sustainable water network for industry.	<ul style="list-style-type: none">12,610 MWh generated from waste (13.2% of total FY23 electricity use)224 MWh generated from solar (0.2% of total FY23 electricity use)13.4% renewable energy generated1,100 native trees planted	<ul style="list-style-type: none">Shape and grow our future	<ul style="list-style-type: none">EnvironmentCost and capital	<div></div>
<div>SOCIAL</div> <div>We are enhancing how we deliver our core products and services to increase the livability of our communities</div> <div></div>	<div>Secure Water Future</div> <ul style="list-style-type: none">Water security and reliability <div>Satisfied Customers & Liveable Communities</div> <ul style="list-style-type: none">Public healthCommunity liveability and wellbeing <div>Safe And Engaged Workforce</div> <ul style="list-style-type: none">Employee health and wellbeing	<ul style="list-style-type: none">Launched our Water Leadership Plan, <i>Our Water Way</i>, which details our plans to ensure a plentiful, safe, reliable, affordable, and sustainable water supply for the future, whatever the weather.Increased our efforts to drive water literacy in our communities via a number of engaging initiatives, including community events and a new community web portal.Offered a range of payment options to assist financially vulnerable customers.Refreshed membership of our Customer and Community Reference Group – a forum that keeps us connected to the needs and expectations of those we serve.Maintained ISO 17025 (NATA) accreditation for SAS Laboratory sampling and testing services.Improved performance against multiple Customer Service Standards, including fewer water and wastewater main breaks, fewer water quality events, faster responses to both urgent and non-urgent incidents, and fewer wet and dry weather overflows.Participated in knowledge-sharing programs to support water service providers in remote First Nations communities and a regional area in Vietnam.Completed our ISO 45001 (International Standard for Health and Safety) audit and retained our certification.Delivered multiple initiatives from our second Reconciliation Action Plan, Innovate, including rolling out cultural competency training.Offered new and enhanced leave provisions for our people to encourage self-care and connection with others.Became a member of Pride in Diversity, a national not-for-profit employer support program for all aspects of LGBTQIA+ workplace inclusion.	<ul style="list-style-type: none">12.89 total recordable injury frequency rate100% customer service standards achieved126 school incursions and events delivered through our Education Program14,720 students/community members reached through our Education Program6 engineering graduates welcomed into our Graduate Program2 First Nations university students hosted in internships\$150,000+ invested in community events and initiatives	<ul style="list-style-type: none">Build TrustShape and Grow our Future	<ul style="list-style-type: none">Public healthExperienceCost & capital	<div></div>
<div>GOVERNANCE</div> <div>We are working to build and maintain the trust of our shareholders and stakeholders</div> <div></div>	<div>Corporate Governance</div> <ul style="list-style-type: none">Corporate governanceProtective security	<ul style="list-style-type: none">Delivered our third Modern Slavery Statement.Updated our Social Procurement Framework for greater alignment with our ESG strategy.	<ul style="list-style-type: none">50% of Board members are female98% of team members in relevant roles have completed modern slavery training85.6% increase in spend with First Nations suppliersApproximately 99.8% of our FY23 supplier spend was with suppliers located in Australia	<ul style="list-style-type: none">Build TrustShape and Grow our Future	<ul style="list-style-type: none">Experience	<div></div>

OUR ESG PERFORMANCE

Environment

We are building on our core services to ensure that the air, land, and waters we interact with are clean, vibrant, and resilient for future generations



SUSTAINABILITY PILLARS

NET ZERO



HEALTHY LAND AND WATER



RESPONSIBLE WASTE MANAGEMENT



KEY

- ✓ Achieved target
- Slightly outside target
- ✗ Significantly outside target

FY23 ENVIRONMENT SCORECARD

OUR PERFORMANCE

STATUS

3,745 ML of recycled water supplied

This year's volume of recycled water supplied was heavily impacted by the prolonged effects of wet weather, which saw a reduction in demand.



No increase in volume of nitrogen and phosphorus released into waters

We reduced the volume of total nitrogen and phosphorus released into waters by 159 tonnes³ and 72 tonnes⁴ respectively. Our target is to achieve no year-on-year increases.



14.6 wastewater main breaks and chokes/100km of wastewater main/year

Over the past two years, we've seen a significant decline in the number of breaks and chokes in our wastewater mains. Our Customer Service Standard is 30 breaks/100km of wastewater main/year.



NET ZERO

OUR APPROACH

We recognise that climate change is one of the most significant challenges facing the world today, presenting serious economic, social, and environmental risks at both global and local levels.

To guide our way forward, we have developed a decarbonisation pathway, which we refer to as our ‘Net Zero Roadmap’. We will accelerate the elimination of our greenhouse gas (GHG) emissions and, where necessary, prioritise high-quality, localised offset opportunities that deliver multiple benefits to the South East Queensland region.

Our Roadmap focuses on emissions under our direct operational control and is comprised of seven key actions:

- 1 Operational Emissions Reduction:**
Management of fugitive methane emissions from the wastewater treatment process and the ongoing implementation of energy efficiency initiatives.
- 2 Transition to 100% Renewable Electricity:**
Emissions associated with our electricity use are our largest source of GHG emissions.
- 3 Zero Emission Fleet:**
Transition of our heavy and light vehicle fleets to electric vehicles, noting that heavy vehicle technology is less mature than that of light vehicles.
- 4 Local Carbon Offsets Program:**
Develop high-quality local offset projects with multiple benefits, including waterway health and catchment rehabilitation for hard-to-mitigate emissions.
- 5 Supply Chain & Embedded Carbon Emissions:**
Understand these emissions, key sources, and materiality.
- 6 Integration into Investment Decision Framework:**
Ensure emissions efficiency when analysing investments and other strategic opportunities.
- 7 Residual Emissions:**
Recognising that our GHG emissions inventory will reflect our changing operations, we will address variation through mechanisms, including generalised offsets.



GREENHOUSE GAS (GHG) PROTOCOL CORPORATE STANDARD CLASSIFICATIONS

Anthropogenic emissions drive the global issue of climate change. Emissions are classified into three scopes:

Scope 1 (Direct)

GHGs released from operational processes (e.g. methane and nitrous oxide) which are released from wastewater treatment plant processes.

Scope 2 (Indirect)

GHGs from the use of non-renewable electricity, such as our electricity grid contract.

Scope 3 (Indirect, not included in Scope 2)

GHGs generated from supply chain activities beyond our direct operational control, such as the carbon footprint of goods and services we purchase.

NET ZERO

OUR ACTIONS AND PROGRESS

In FY23, we made the following progress against our Net Zero Roadmap:

1 **Action 1: Operational Emissions Reduction**

We report and measure our Scope 1 and 2 greenhouse gas (GHG) emissions under the National Greenhouse and Energy Reporting Scheme (NGER). The Scheme is a single national framework for reporting and sharing information about an organisation’s GHG emissions, energy production, and other information specified under NGER legislation.

At the time of the report’s production, we were verifying our GHG emissions data for FY23. Final data will be reported under the NGER Scheme by 31 October 2023.

We are committed to reducing our operational emissions and look forward to sharing our progress in both the short and long term.

2 **Action 2: Transition to 100% Renewable Electricity**

Solar

We currently operate a small portfolio of solar assets across our regional sites. In FY23, we engaged Agile Energy to optimise the output and maintenance of these systems over the next 10 years. This will ensure value for money and guaranteed performance into the future. In FY23, our solar array generated 224 MWh.

Cogeneration units

Anaerobic digestion of wastewater sludge and organics generates methane, and cogeneration units use this methane to generate electricity and heat. We operate three cogeneration units across our Resource Recovery Centre (RRC) sites: two at Luggage Point and one at Oxley. In FY23, the sludge management facility at Oxley Creek was compromised due to flooding and, subsequently, was offline for the first half of FY23. Additionally in FY23, one of the cogeneration units at Luggage Point was offline for scheduled maintenance. These events impacted the amount of electricity we were able to self-generate. As of 30 June 2023, all three units were back online. This year, the units generated a total of 12,610 MWh.

Market

While we have a range of of renewable-energy-generating assets, such as solar and cogeneration, we are working to transition to greater renewable sources to power our operations. We have been engaging with the supplier market and are in the process of preparing an Energy Category Strategy, which includes the development of a roadmap to achieving renewable electricity in a sustainable manner.

3 **Action 3: Zero Emission Fleet**

A review of our fleet is currently underway. This includes an analysis of electric and hybrid vehicles, and when and how they can be incorporated into our fleet. We expect further progress on this action in FY24.

4 **Action 4: Local Carbon Offsets Program**

We are progressing a business case for Localised Carbon Offsets which remains under-development.

5 **Action 5: Supply Chain & Embedded Carbon Emissions**

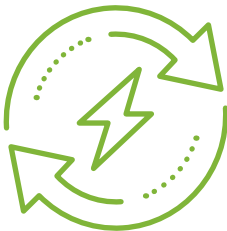
We developed our first tier-one supply chain carbon footprint. This involved identifying key carbon contributors and working with them to understand their decarbonisation journey and priorities.

6 **Action 6: Integration into Investment Decision Framework**

We are developing an approach for informing investment decisions that balances the achievement of strategic objectives with prudent and efficient investment.

7 **Action 7: Residual Emissions**

This is a long-term action which will be progressed as we work through earlier actions and move closer to our net zero target.



12,610 MWh
generated from waste

This equates to 13.2% of our total FY23 electricity use

LOOKING FORWARD

Construction is currently underway to significantly increase the flare capacity at our Luggage Point RRC. This will allow us to capture and burn excess methane generated by the plant’s digesters and will support reduction of our operational emissions.

We will work with our partner to optimise the output and maintenance of our solar assets.

We will prepare an Energy Category Strategy, which will include a roadmap to achieving renewable electricity in a sustainable manner.

We will complete a review of our fleet, which will give consideration to electric and hybrid vehicles.

We will finalise the development of a Localised Carbon Offsets business case.

We have engaged a partner to optimise the output and maintenance of our solar assets.





Moreton Bay Seaweed Farm

OUR ESG PERFORMANCE ENVIRONMENT

HEALTHY LAND AND WATER

OUR APPROACH

Local waterways are valuable natural assets for our communities. As a water utility, we acknowledge the critical role we play in protecting waterway health.

Since our formation in 2010, we have invested more than \$1.06 billion in enhanced wastewater treatment infrastructure. This investment has secured a 70% reduction in total nutrient emissions from our wastewater treatment plants (WWTPs) into the Brisbane and Bremer estuaries despite significant increases in wastewater flows related to population growth through the same period.

Over the next 20 years, as South East Queensland’s population continues to grow, we plan to invest a further \$1.79 billion in our WWTPs to renew existing infrastructure, optimise treatment processes, and build new capacity for the future.

Scientific evidence points to fine sediment pollution (and its associated nutrient content) as the single greatest risk to the aquatic ecosystem health of Moreton Bay. The primary cause of this pollution is uncontrolled channel erosion in freshwater streams in the upper reaches of our waterway catchments.

Increased stormwater runoff caused by urban development and site construction is also a source of sediment pollution.

With this understanding in mind, our approach to nutrient management extends far beyond upgrading our treatment infrastructure. We’re also investing in streambank rehabilitation; supplying recycled water for irrigation, agriculture, and industry (see page 21); exploring natural ways to treat wastewater; and building on our understanding of how our local natural assets work.

Reducing Carbon Emissions

70%

reduction in total nutrient emissions from our wastewater treatment plants since formation

HEALTHY LAND AND WATER

OUR ACTIONS AND PROGRESS

APPLYING RESEARCH AND TECHNOLOGY TO HELP PROTECT OUR WATERWAYS

Together with our partner DHI Australia, we are in the process of developing and implementing a **R**eceiving **E**nvironment **D**igital **T**win (REDiT) - a web-based environmental decision support system designed to improve our understanding of human impacts on waterways and to guide our strategic planning and future asset and operational investment decisions.

This digital twin has been built to replicate our service territory's 'average rainfall year' of 2016/17, giving us the ability to identify the impacts of existing pollution sources in our catchment and simulate and visualise changes in waterway quality derived from various planning scenarios. The tool will also be used to optimise WWTP operations to proactively manage nutrient emissions, particularly in waterway locations that might be showing early signs of ecological stress.

To support the development of REDiT, Urban Utilities has been delivering a science program to build our knowledge and understanding of waterways and the ecological processes within them. One of the ways we're doing this is via a three-year collaborative research project – funded by the Australian Research Council – to investigate local aquatic ecosystem impacts from various sources of nutrient pollution. It is hoped that the findings from this project will provide a scientific basis to evolve our REDiT water quality model into an ecosystem response model. This will allow us to develop strategic

plans which optimise our future emissions to waterways, improving the overall health of aquatic ecosystem. The tool will enhance the quality of ecosystem services our communities receive from our local waterways and increase stakeholder understanding and acceptance of recommended ecosystem health investment options.

The REDiT tool was commissioned in April 2023 and is now being used to determine our waterway environmental footprint and undertake water emissions scenario planning analysis.

“
REDiT uses historical waterway monitoring data and catchment pollution inputs from more than 100 sources.



HEALTHY LAND AND WATER

OUR ACTIONS AND PROGRESS

IMPROVING WATERWAY QUALITY THROUGH STREAMBANK AND RIPARIAN RESTORATION

As part of our holistic approach to catchment management, we are investing in nutrient offsetting as a tool to improve water quality at a fraction of the cost of upgrading existing infrastructure.

Over the past decade, Urban Utilities has delivered two pilot streambank and riparian zone rehabilitation nutrient offset projects (see right), the success of which were the basis for the Queensland Government publishing the *Point Source Water Quality Offsets Policy 2019*.

In addition to helping us achieve regulatory obligations, these nutrient offset projects delivered numerous local environmental and community benefits, including improved water quality, protection of productive rural land from erosion, and biodiversity gains (riparian reforestation).

Beaudesert Nutrient Offsets Project

In 2014, we delivered the Beaudesert Nutrient Offsets Project which, at the time, was the first of its kind in Australia.

We restored around 500 metres of severely eroded riverbank in the Logan River catchment by reprofiling the banks, installing rock revetment to protect against low-flow erosion, and planting over 8,000 trees and shrubs to address major toe erosion and bank slumping.

As a result, we avoid approximately 11,000 tonnes of sediment, 5,000 kilograms of nitrogen, and 7,000 kilograms of phosphorous entering the creek system each year due to natural streambank erosion.

This cost-effective ‘green’ infrastructure solution has allowed us to continue safely operating our Beaudesert WWTP at its current capacity, avoiding the need to perform a costly \$8 million WWTP upgrade that would have delivered fewer overall benefits to the receiving waterway.

This collaborative project was delivered alongside the Department of Environment and Heritage Protection, SEQC Services, and riverine specialists Alluvium Consulting.

Initial vegetation establishment at the Beaudesert site (above) and after three months’ growth (below).



Laidley Nutrient Offsets Project

Following the success of our initial offsets project in Beaudesert, we delivered the Laidley Nutrient Offsets Project in 2017, which involved rehabilitating more than two kilometres of degraded streambanks along Laidley Creek in the Lockyer Valley. We planted more than 14,000 native trees and grasses and installed a rock chute to stabilise the waterway. Each year this project prevents around 10,000 tonnes of sediment, 5,000 kilograms of nitrogen and 10,000 kilograms of phosphorous from entering the creek system due to natural streambank erosion.

The annual nutrient offset credits generated by this project are secured in the Environmental Authority and are used to offset nutrient emissions to Laidley Creek from the Laidley WWTP.

The project was successfully delivered in partnership with Healthy Land and Water and local landholders, particularly the Mulgowie Farming Company. The Port of Brisbane Corporation and Lockyer Valley Regional Council also offered their support throughout the 14-month undertaking.

What’s next?

As part of Urban Utilities’ Nutrient Offsets Science Program, we are currently undertaking a significant review to determine whether broadscale streambank and riparian rehabilitation in upper freshwater catchments is feasible to offset increasing nutrient emissions from our downstream urban WWTPs.

HEALTHY LAND AND WATER

OUR ACTIONS AND PROGRESS

INVESTING IN NATURE-BASED SOLUTIONS TO MANAGE WET WEATHER OVERFLOWS

During intense rainfall events, stormwater can overwhelm our wastewater networks, causing wet weather overflows that can occasionally impact private properties and waterways (typically in low-lying areas).

Urban Utilities is investing \$60 million in the construction of a large-scale nature-based solution to help manage the impact of wet weather overflows in the low-lying Brisbane suburbs of Banyo and Northgate. The solution will also improve the health of the neighbouring Cannery Creek waterway and enhance liveability in the local area.

The Cannery Creek Sewer Upgrade involves creating a new wetland, in addition to the construction of a wet weather pump station and two kilometres of pipeline.

An artist's impression of the completed Cannery Creek site



The pump station will operate during significant rainfall events to divert wet weather flows away from the Cannery Creek waterway and along the two-kilometre underground pipe to the new wetland and two bioretention basins.

The wetland's ecosystem will act as a natural filter, trapping sediment and absorbing nutrients. After passing through the natural features of the wetland and basins, the flow will continue on its natural course downstream into the Kedron Brook Floodway and then Moreton Bay.

We are also installing a series of sediment basins in Cannery Creek to manage and filter stormwater flows. These features will reduce erosion in the creek and protect the downstream waterways and Moreton Bay from the impacts of soil and sediment. In addition, creek banks and the surrounding area will be beautified, with new shared paths providing access for the community to enjoy.

This is our first major infrastructure project to be guided by a Community Planning Team, comprising 23 local residents who helped us design the most effective and efficient solution to wet weather overflows in their neighbourhood.

Construction began in mid-2022, and is expected to be complete in 2024.

INVESTIGATING THE EFFACACY OF FARMING SEAWEED TO REDUCE NUTRIENTS IN MORETON BAY

The health of Moreton Bay is under pressure as our region's population continues to grow. To protect the bay and the benefits it provides to local communities – such as employment and recreation — we are exploring ways to manage nutrient-related impacts in a cost-effective manner.

In a Queensland first, Urban Utilities and the University of the Sunshine Coast led a two-year research project to explore the benefits of farming seaweed in Moreton Bay to reduce nutrients and improve water quality.

The project was particularly focused on measuring the seaweed's nutrient uptake from the surrounding water. Using this data, we could then determine the feasibility

Seaweed was cultivated in tubes of floating nets in Moreton Bay



of growing seaweed to offset some of the nutrients discharged from our WWTPs, and thereby lower our net nutrient emissions.

Researchers initially nurtured four species of locally harvested seaweed at the CSIRO's Bribie Island research facility, before conducting tests at our [SAS laboratory](#) to assess the seaweed's effectiveness at removing nutrients. More than 125kg of seaweed was grown in tubes of floating nets at an oyster farm in Moreton Bay to trial its efficacy in real-world conditions.

Results from the trial suggested that certain seaweed species were effective at taking up nutrients from water in the bay. However, the total area of seaweed aquaculture required to create a viable nutrient offset program was deemed impractical. While Urban Utilities is not proceeding further with this trial, the many merits of seaweed farming realised and published through this research may present opportunities for other industries.

This research was conducted in partnership with the University of the Sunshine Coast, Quandamooka Yoolooburrabee Aboriginal Corporation, Moreton Bay Rock Oysters and Healthy Land and Water.

Note: Project 2019-032 'Seaweed production as a nutrient offset for Moreton Bay' was supported by funding from the Fisheries Research & Development Corporation on behalf of the Australian Government.

HEALTHY LAND AND WATER

OUR ACTIONS AND PROGRESS

USING RECYCLED WATER TO DROUGHT-PROOF KOALA HABITAT

In 2018, we were challenged to identify an alternative method of managing treated effluent from our Helidon Resource Recovery Centre (RRC), following the retirement of a local farmer who had previously used the treated effluent to irrigate his fodder crops.

After considering various options we decided to manufacture recycled water at the Helidon RRC and use it to re-establish koala habitat forest on adjoining farmland.

In late 2019, we planted 1,600 blue gum, silver-leaf ironbark, and Moreton Bay ash seedlings on the site. Despite the harsh, dry conditions that followed, the trees have flourished thanks to the nutrient-rich recycled water from the Helidon RRC that we use to simultaneously irrigate and fertilise the plantation.

Following the success of the first seedlings - which now stand over six metres tall - we expanded the habitat in 2023 by planting an additional 1,100 blue gum, silver-leaf ironbark, and Moreton Bay ash seedlings on the site, and also enhanced the irrigation system. The expanded forest now connects to 100 hectares of existing koala habitat, making it easier for koalas and other local wildlife to move in.

This year’s forest expansion project has nearly doubled the size of Urban Utilities’ original forest and has increased the total size of the restored koala habitat to around seven hectares – equivalent to seven football fields. As an added benefit, by planting the additional trees near the local creek, this project will help to prevent runoff into local waterways and improve waterway health.

We’re proud to have worked with council, businesses, and the local community to establish this drought-proof forest for one of Australia’s most adored animals, while generating multiple benefits for the area.

Drought-proof koala habitat



We produce around 25 megalitres of recycled water annually at our Helidon RRC, which can be used to irrigate the koala habitat.



A system of pipes and sprinklers is used to transport the recycled water to the 2,700 native trees.



During heavy rain, the recycled water is diverted from the irrigation system to a storage dam and tank, so it doesn’t go to waste.



Helidon Koala Habitat

HEALTHY LAND AND WATER

OUR ACTIONS AND PROGRESS

USING ALGAE TO TRANSFORM WASTEWATER TREATMENT IN RURAL AUSTRALIA

Urban Utilities’ collaborative research has transformed lagoon-based wastewater treatment processes in regional Australia, making it more sustainable, more efficient, and of greater benefit to local communities.

Up to 70% of all wastewater treatment plants in Australia are lagoon-based and use algae to treat wastewater. However, a key shortcoming of the traditional lagoon-based process is that it is inefficient.

Over three years, we were proud to lead a \$5.3 million Cooperative Research Centre Project. With our partners we created a technology that supercharges algae’s natural ability to feed on the nutrients in wastewater, making the treatment process up to five times faster.

This technology increases the capacity of regional treatment plants, meaning we can accommodate population growth in a sustainable way, and avoid or defer large and costly infrastructure upgrades.

We created the technology using an Anaerobic Sludge Blanket reactor, which uses tiny bacteria to breakdown the wastewater, making it easier for the algae to feed on. The wastewater then travels into high-rate algal ponds or ‘raceways’, powered by an energy-efficient paddle wheel, where the algae circulate in constant sunlight, removing nutrients quickly and naturally. (We found algae does its best work when it’s constantly moving and exposed to more sunlight.)

After trialling the technology in 2019 at our Brisbane-based Innovation Precinct (see page 44), we’re now using it to treat a small amount of the community’s wastewater at a demonstration plant at our Helidon RRC in the Lockyer Valley.

Over the next 12-18 months we’ll focus on monitoring its performance under real-world conditions, with plans to expand to full-scale in the future. The treatment process has been designed to retrofit in existing treatment plants used across regional and rural Australia.

The project team proudly accepted the Research and Development Excellence Award at the Australian Water Association’s Queensland Water Awards in September 2022. In addition to Urban Utilities, the project team included representatives from the Australian Centre for Water and Environmental Biotechnology, The University of Queensland, Power and Water Corporation, Department of Environment and Science Queensland, and Aquatec Maxcon

Embracing the power of algae will help:

- Treat wastewater faster and more efficiently.
- Accommodate population growth by increasing treatment capacity.
- Reduce GHG emissions produced during treatment.
- Improve the quality of recycled water.
- Produce more recycled water from our regional RRCs.
- Reduce potential odour.

LOOKING FORWARD

As part of our Nutrient Offsets Science Program, we are continuing to explore the feasibility of broadscale streambank and riparian rehabilitation in upper freshwater catchments to offset nutrient emissions from our downstream urban WWTPs.

We are continuing to build our understanding of our local natural assets and how we can mitigate our impacts on them with the use of nature-based servicing solutions.

In FY24 we will publish our Nutrient Net Zero plan.



RESPONSIBLE WASTE MANAGEMENT

OUR APPROACH

With a key role to play in the handling and processing of organic waste produced in South East Queensland, Urban Utilities is facing a number of challenges, including:

-  Rising transportation and logistics costs.
-  Exposure to contaminants of emerging concern, which drives a need to explore more advanced waste processing technologies.
-  A need to address strategic trends, such as decarbonisation.
-  A need to find new markets for waste products, as traditional disposal routes are becoming more expensive and have reduced social licence.

Looking beyond the current ‘take-make-dispose’ extractive industrial model, we are pursuing a transition to circular economy practices: extracting value from waste to produce higher value products for society.

Guided by our **Growth Strategy**, we are seeking to build strategic resilience by testing, adopting and then scaling solutions as our regulatory, social, and financial landscape evolves.

We have shifted our focus from compliance to production and transitioned our business toward operation of Resource Recovery Centres (RRCs) that produce valuable products.

This approach will allow us to diversify our product range and demonstrate environmental leadership while maintaining downward pressure on our cost to serve. In addition to responsibly managing organic waste, we’re committed to reducing, reusing, and recycling other types of waste to support the development of a circular economy.

Put simply, we don’t just want to do less harm, we want to do *more good*.

OUR ACTIONS AND PROGRESS

TURNING FOOD WASTE INTO RENEWABLE ENERGY

Urban Utilities has partnered with Cleanaway, Australia’s largest waste management company, to generate green energy from organic food waste that cannot be sold or donated by major supermarkets.

Our five-year partnership follows on from an 18-month trial in which we used the existing capacity in our anaerobic digesters at our Luggage Point RRC to process fat, oil, and grease (FOG) waste that Cleanaway delivered from local restaurants.

We use our digesters to break down the FOG waste to generate biogas, which is then fed into cogeneration units to create renewable electricity.

Our initial trial demonstrated that green energy can be generated efficiently from FOG waste. It also helped us understand some site-based waste handling issues. Using our learnings, we upgraded our liquid waste receival unit at Luggage Point to improve waste handling efficiency and expand the range of materials that can be processed.

We’ll now work with Cleanaway to treat up to 32 million litres – or 13 Olympic swimming pools’ worth – of organic liquid food and FOG waste from restaurants and supermarkets across our region each year.

We’ll use the electricity generated from treating that waste to help power our Luggage Point RRC, in turn reducing our GHG emissions.

Cleanaway & Urban Utilities staff at Luggage Point RRC



Food waste is one of the most under-recycled waste streams. In partnership with Cleanaway, we're proud to have found a cleaner, greener way to beneficially reuse both organic food waste and fat, oil, and grease waste.

 *Luggage Point Resource Recovery Centre*



RESPONSIBLE WASTE MANAGEMENT

OUR ACTIONS AND PROGRESS

USING RECYCLED WATER TO BENEFIT OUR CUSTOMERS AND THE ENVIRONMENT

The production and use of recycled water plays an important role in the water cycle. It can ease pressure on our drinking water supplies, reduce nutrients in waterways, improve the quality of sporting fields and golf courses, support agriculture, and provide a sustainable water option for industry.

We supply [varying grades of recycled water](#) (ranging from Class A+ to Class C), depending on both the treatment capabilities of our wastewater treatment plants and the requirements of recycled water users. Because each of our recycled water schemes is unique, we have individual conditions specifying approved uses for each of our customers.

In FY23, we supplied 3,745ML of recycled water. Of this, 35% was used by industry, 28% for agriculture, and 37% for irrigating green space such as sporting fields.

Not all of our wastewater treatment plants produce recycled water. Those that do are operated under a Hazard Analysis and Critical Control Point system, which allows us to identify and resolve any quality or compliance issues before our recycled water product is supplied to customers. In FY23, 99.90% of the product supplied to customers met the required regulatory quality.

SUPPORTING THE DEVELOPMENT OF ‘GREEN INDUSTRY’ WITH SUSTAINABLE WATER

Demand for recycled water from industrial customers has increased significantly in the past year, and we’re thrilled to help enable this important shift toward more sustainable and responsible business.

In FY23 we reached out to several of our biggest commercial water users to learn more about their sustainability objectives. Encouragingly, all have set sophisticated targets, and most have adopted specific water stewardship goals.

We’re also particularly excited about a number of emerging green industry participants who are focused on using non-potable water sources to create eco-friendly products like cardboard pulp, green hydrogen, and concrete.

In response to the extensive feedback we’ve received from industry, we are developing a new class of water that has the resilience of a drinking water supply but the sustainability outcomes of a recycled water scheme. The product is designed to strike a balance between quality and cost to support industrial customers, and because it’s derived from wastewater, it’s climate resilient.

Traditional recycled water schemes have relied on point-to-point connections, which are often cost prohibitive for any customers isolated from existing recycled water infrastructure. As such, we’re currently exploring the possibility of building a purpose-located

sustainable water network that will connect existing customer demand to a sustainable water supply, and that is designed to grow with industry and meet the increasing needs of our customers over time.

We are exploring opportunities to supply sustainable water in industrial zones near Brisbane Airport where we can utilise some of our existing infrastructure to deliver the new sustainable water product.



REDUCING OUR PAPER CONSUMPTION BY GOING DIGITAL

In 2018, we implemented an electronic system that records and tracks specific types of waste. We first introduced the system for our trade waste customers to track grease trap cleans. However, we quickly saw potential to expand this system for use in other waste areas.

In Queensland, certain types of waste must be tracked and reported to the environmental regulator, which have historically required the completion of waste tracking certificates. A single waste tracking certificate is made up of five A4 pieces of paper, one of which must be physically sent to the regulator.

By adopting an electronic monitoring system for completing waste certificates, Urban Utilities has saved 530,000 pieces of paper to date (equivalent to 53 trees) and over \$366,000 in costs associated with the purchasing of paper certificates and resourcing required to record this information.

In FY23 alone, this tool saved the equivalent of 23 trees and around \$160,000 in supply costs.

Moving forward, we aspire to incorporate more waste streams within the system to further improve our understanding of how much waste we generate. This will allow for more informed decision-making around our procurement and use of materials.



RESPONSIBLE WASTE MANAGEMENT

OUR ACTIONS AND PROGRESS

TAKING A SUSTAINABLE APPROACH TO OUR HEAD OFFICE FIT-OUT

As a business sharpening our focus on sustainability, it was important that the fit-out of our new head office - completed in March 2023 - reflect our environmental leadership goals. To reduce waste, we sourced sustainable building materials, repurposed existing furniture, and recycled scrap material instead of diverting waste to landfill. In doing so, we not only reduced our environmental footprint but also realised significant cost savings.

Head office interiors - photographer Toby Scott



We sought out a number of sustainable solutions during the design and fit-out process, including the following:

- We chose flooring made from resource-efficient materials, which can be recycled. The product was made in a factory powered by 100% renewable energy by a company that integrates sustainability into all stages of its production chain.
- We installed acoustic panelling composed of 100% sustainable PET plastic, which incorporates 60% post-consumer recycled plastics.
- We repurposed and refurbished as much of our existing furniture as possible. For example, we reupholstered lounges and occasional chairs, and breathed new life into 620 task chairs - which, when compared to purchasing brand new replacements, reduced our related costs by approximately 70%. We also redirected old chair parts to the appropriate recycling channels, including around one tonne of gas lifts which will become recycled metal.
- We saved 7,425 kilograms of e-waste from going to landfill through responsible recycling and storage for reuse.
- We installed seven electric vehicle charging bays to support our evolving vehicle fleet.

Along with delivering positive environmental outcomes, our head office design and fit-out also achieves a range of positive social outcomes (see page 41).

LOOKING FORWARD

In partnership with the Australian Research Council Hub for Nutrients in a Circular Economy (NiCE), the University of Melbourne, and Griffith University, Urban Utilities is working to improve our urban centres by employing world-first electrochemical technology that converts urine directly into fertilisers for urban farming and gardening. Diverting urine from our wastewater system can unlock capacity at our RRCs, reduce energy consumption, and reduce nutrient discharges to waterways. In partnership with Brisbane City Council and City Parklands, we are planning to install the technology, known as UGold Plus, at an existing council amenities block in a local park in FY24, where the recovered nutrients will be used to nurture native plants in a public demonstration trial.

Guided by our Organic Valorisation Program, we are exploring new partnerships with leading South East Queensland waste managers to expand our role in the organic waste processing market.

We are investigating opportunities to provide sustainable water in industrial zones near the Brisbane Airport where we can utilise some of our existing infrastructure. In the interim, we are exploring alternative supply options for commercial customers to help them achieve improved sustainability outcomes.

OUR ESG PERFORMANCE

Social

We are enhancing how we deliver our core products and services to increase the liveability of our communities.



SUSTAINABILITY PILLARS

SECURE WATER FUTURE



SATISFIED CUSTOMERS & LIVEABLE COMMUNITIES



SAFE & ENGAGED WORKFORCE



KEY

- ✓ Achieved target
- Slightly outside target
- ✗ Significantly outside target

FY23 SOCIAL SCORECARD

OUR PERFORMANCE

STATUS

100% Annual Chemical Compliance with Australian Drinking Water Guidelines health limits

All 12 of our drinking water supply schemes were deemed compliant.



65% community acceptance of potable reuse

Based on the results from our Water Attitudes Study in 2022, we found that 65% of respondents accepted purified recycled water as a drinking water option for South East Queensland in the future. This result exceeded our target of 60%.



60% customer trust

This year, we saw a 6% increase in our customer trust score (up from 54% in FY22). We use this score to better understand our relationship with the community.



Total Recordable Injury Frequency Rate (TRIFR): 12.89

We saw a year-on-year decline in our TRIFR (down from 17.84 in FY22). Despite this improvement, we acknowledge that we've seen too many near-misses this year that could have resulted in serious injury or fatality. As such, we've implemented a number of initiatives to enhance our safety management, performance, and culture.



Delivery of 'Innovate' Reconciliation Action Plan on track

We are in the process of delivering our second RAP, *Innovate*. We are on schedule to complete this RAP by January 2024, and will commence our Stretch RAP thereafter.



60% employee experience

While we did not achieve our FY23 target of 62%, we saw a 2% increase in our year-on-year performance. Of note, we saw a 7% uplift in our people agreeing that work is well organised in their group, and a 4% uplift in our people agreeing they have the information they need to do their job well.



SECURE WATER FUTURE

OUR APPROACH

It is our role to deliver safe, secure, reliable, and affordable water services to our customers and communities.

As our regional water supply comes under increasing pressure from population growth and climate change, we’re planning well ahead to ensure long-term water security for our region, and we’re working hard to help our customers and communities understand the decisions this work involves.

In August 2022, we launched our water leadership plan, [Our Water Way](#), which details the future we’re shaping, the challenges we face, and the steps we’re taking to meet the water needs of our region well into the future, whatever the weather. We’ve also been active in the community, having valuable conversations about the water cycle and water security.



SECURE WATER FUTURE

OUR ACTIONS AND PROGRESS

DRIVING WATER LITERACY IN OUR COMMUNITIES

Water security means having enough water now *and* into the future, whatever the weather.

We’re on a mission to help everyone understand what this involves and what role we all have to play in shaping a liveable, healthy, and sustainable future for our region. This year, we increased our efforts to drive water literacy in our communities via a number of engagement initiatives, including community events, an online community hub, and our dedicated Education Program.

What is water literacy & why is it important?

‘Water literacy’ is knowledge about water sources, water management, and water-related issues.

A higher degree of water literacy often results in:

- greater uptake of water-saving devices
- greater use of water-saving strategies
- greater acceptance of alternative water sources, like purified recycled water.

COMMUNITY EVENTS

This year we focused on increasing our brand presence by creating engaging experiences and having face-to-face conversations about water security, the water cycle, and the value of water.

We officially launched our Water Security Program at the Ekka in August 2022, which saw thousands of eventgoers visit our experiential brand activation. We asked visitors to consider the role water plays in their memories, lifestyle, and future, and encouraged them to draw or write their favourite experience with water on a magnetic tile. At the end of each day, we accumulated hundreds of tiles to create a water story mosaic. Over the eight-day event, over 2,000 water stories were shared with us. The activation allowed us to connect with the community in a unique and memorable way to demonstrate the important role that water plays in all our lives.

Throughout FY23, we shared our water security messaging at 15 events across our service territory, including the Ipswich Show, Esk Show, Boonah Show, Kalbar Sunflower Festival, and Brisbane’s Green Heart Fairs. In summer, we gave away edible seedlings for people to take home and grow, while in winter, we launched our Top Drop mini golf course, with each hole representing a different aspect of the water cycle. Both initiatives proved to be effective conversation starters around the value of water and how we all have a role to play in creating a sustainable water future.

Top Drop golf course at Green Heart Fair

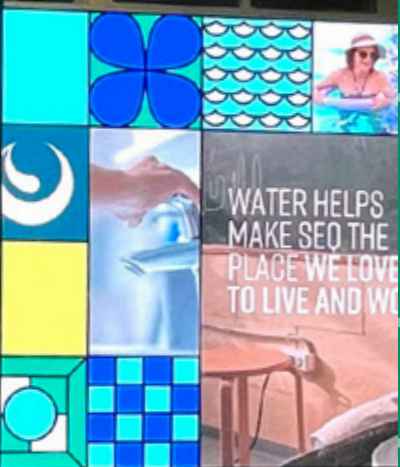
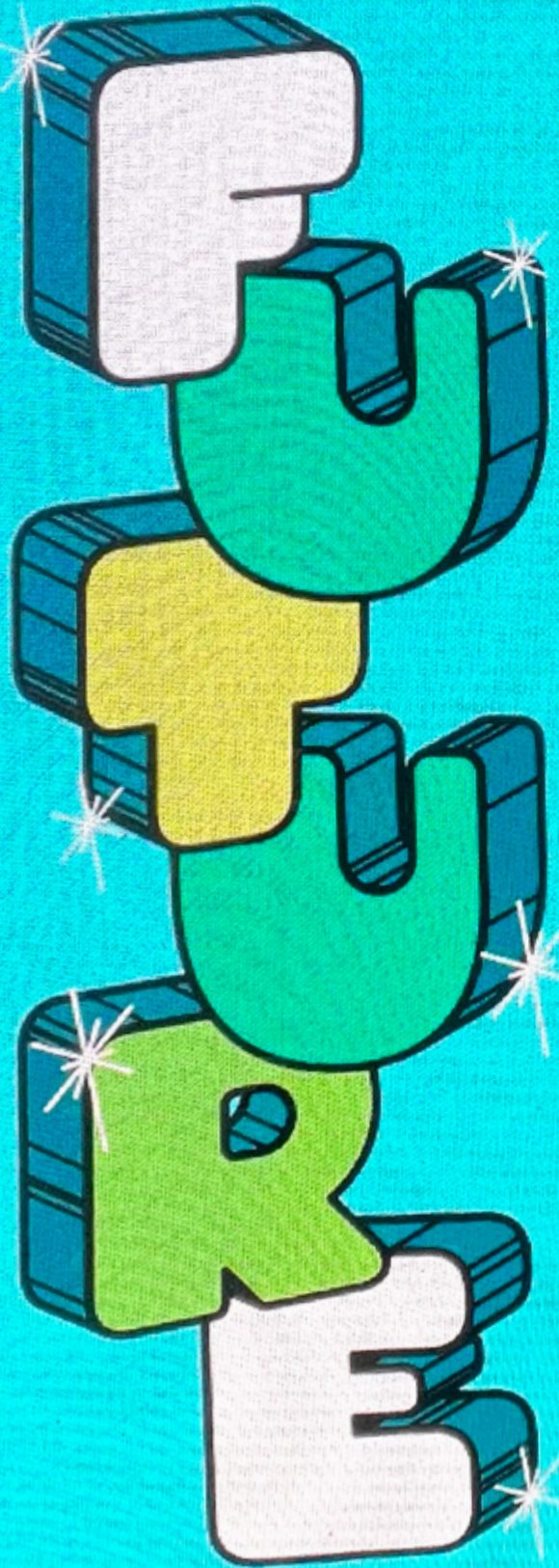


Seedling planting at Kalbar Sunflower Festival



Care for the water we have today.

Create the water we need for the future.



SECURE WATER FUTURE

OUR ACTIONS AND PROGRESS

WATERTALK ONLINE COMMUNITY HUB

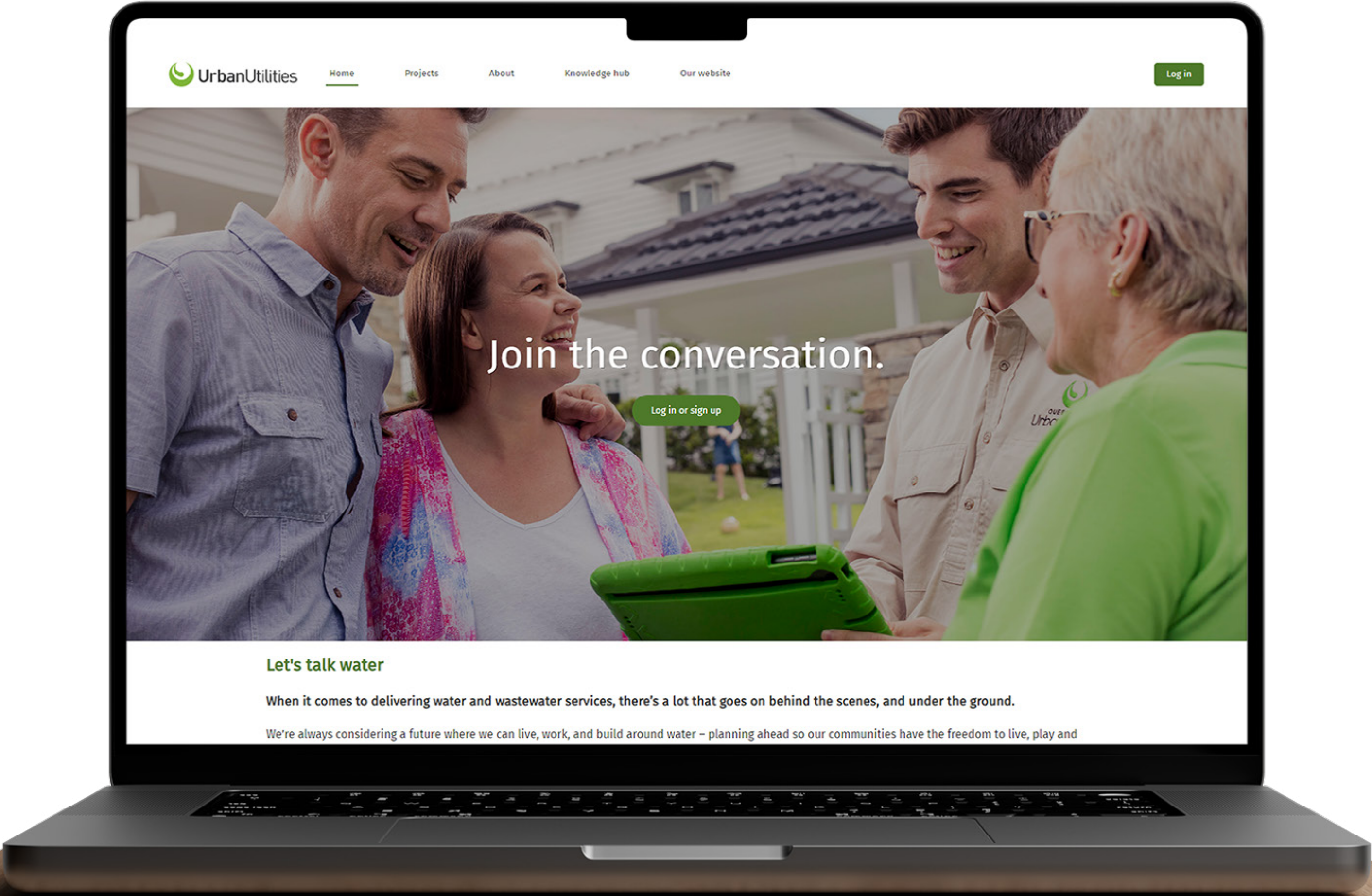
Another way we’re driving water literacy is via WaterTalk, a new online community hub where customers can have their say and stay updated on issues that are important to them.

It’s a place where our communities can engage with us – and each other – via discussion forums and community panels. It also provides an opportunity to give feedback using maps, polls, and surveys.

We are encouraging our customers and communities to get involved in the water security conversation, in particular, via WaterTalk. Our Water Security page shares information from our [Water Leadership Plan](#), along with opportunities for discussion, FAQs, educational resources, and latest news.

Since its launch in August 2022, WaterTalk has attracted 594 registered members and recorded almost 152,000 site visits.

▶ Click here to find out what WaterTalk is all about



SECURE WATER FUTURE

OUR ACTIONS AND PROGRESS

EDUCATION PROGRAM

Urban Utilities’ Education Program delivers innovative, entertaining, and interactive learning experiences to increase water literacy. We work to educate school-age children in our communities about water and wastewater using various learning methods including art, storytelling, song, dance, imaginative play, science, and experimentation.

Education Program Highlights

14,720 students/community members engaged

126 educational experiences delivered (events and school incursions)

In FY23, we delivered our most robust program to date, which includes three key initiatives:



Water Warriors

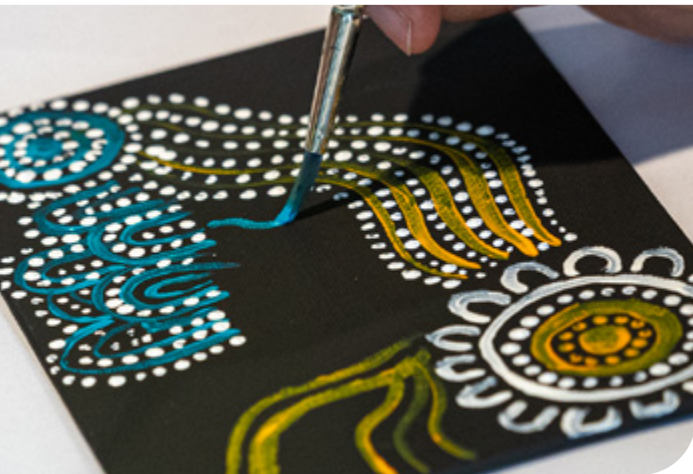
Using puppets, song, and dance, our Water Warriors performance troupe delivers free, 20-minute live shows to educate primary-school-aged children about the urban water cycle and environment. The curriculum-aligned sustainability content focuses on building water literacy and addresses where water comes from, how to save water, and how wastewater is removed, treated, and can be turned into energy and resources.

This year we launched a new kindy show, which features one of our Water Warriors puppet stars, Blocka, and an Urban Utilities Water Ranger. The show educates our younger audiences about only flushing the 3Ps (pee, poo, and paper).



Beneath the Streets

This STEM-based, curriculum-aligned initiative teaches primary and high school students about the urban water cycle, the environment, and innovation. Involving a free 45-minute show and a hands-on workshop, it takes learning about the urban water cycle to a new level thanks to its explosive experiments that highlight what goes on ‘beneath the streets’.



Water Stories First Nations Visual Art Experience

After conducting a year-long pilot, we officially launched the Water Stories initiative in school classrooms in March 2023. Led by Ngalin Ayeye (which translates to ‘our yarn’), the hour-long interactive workshop raises awareness about water and its deep connection to First Nations culture, histories, and stories. Using First Nations symbolism, the students paint their own story revolving around water and discuss Urban Utilities’ key water messages, such as the urban water cycle and value of water.

LOOKING FORWARD

We will establish the Water 2032 and Beyond Advocacy Group. The group’s purpose is to build and leverage partnerships and relationships that support our strategic plans to reshape the water cycle and improve water security for our region.

We will host our biggest water literacy event for FY24 at the EKKA in Brisbane. From 12-20 August 2023, we will activate Top Drop mini golf, a fun and interactive experience that encourages eventgoers to putt their way through the water cycle, while also promoting the importance of sustainable water practices and water security challenges.

We will also design and roll-out a new school incursion that will explore some of the innovative ways we’re reducing our environmental footprint, including how we’re using recycled water and how we’re caring for our waterways.

SATISFIED CUSTOMERS & LIVEABLE COMMUNITIES

OUR APPROACH

The water and wastewater services we provide are fundamental to the liveability needs of our communities.

Put simply, a liveable community is a great place to live. It is a community that:

- meets the social, environmental, and economic needs of its people
- responds to the values and preferences that its people have regarding wellbeing, amenity, belonging, and a sense of place
- balances the needs of both present and future generations in how it responds to challenges and trends that may arise.

We recognise that the needs of customers and communities across our service territory are varied, and that they evolve over time. As such, it's vital that we have a deep understanding of what drives each of our customer groups, and that we continue to adapt and improve what we do and how we do it. Guided by our **Customer Strategy** and insights gained through research, we seek to foster meaningful, long-term relationships built on value, respect, and, most importantly, trust.

First and foremost, our customers trust that we will provide them with safe and reliable water services. As detailed in our [Drinking Water Quality Management Plan](#), we have a number of actions in place to ensure our services continue to meet the stringent standards articulated in the relevant legislation and regulations.

Water quality is just one of the many issues that influence liveable communities and customer satisfaction. Affordability is another. While we work hard to keep our prices as low as we can, we also understand that some customers may struggle to pay their accounts, and we have a program in place to support them. In recent years, the widespread social, economic and health impacts of COVID-19 highlighted the need for us to expand our support program beyond financially vulnerable customers to include those experiencing other forms of vulnerability, such as mental illness, family violence, and cultural or linguistic diversity. We have since launched our **Vulnerable Customer Strategy**, which focuses on providing a genuine, heartfelt, and effortless experience for these vulnerable customer groups.

We're also helping to shape our communities by supporting new land developments with access to our expanding water and wastewater networks. Working closely with other stakeholders, we influence where and how these developments occur, and encourage cost-effective planning that helps to keep downward pressure on our prices.





SATISFIED CUSTOMERS & LIVEABLE COMMUNITIES

OUR ACTIONS AND PROGRESS

ACHIEVING OUR CUSTOMER SERVICE STANDARDS

We deliver our water and wastewater services consistent with the Customer Service Standards detailed in our Customer Charter. These standards set out the level of service that our customers can expect to receive in relation to:

- water quality
- water service reliability
- responding to unplanned water and wastewater interruptions
- restoration of supply after unplanned water and wastewater interruptions
- wastewater service reliability
- water pressure and flow.

This year, for the fourth consecutive year, we achieved 100% of our customer service standards. We also improved our year-on-year performance in multiple areas, including fewer water and wastewater main breaks, fewer water quality events, fewer wet and dry weather overflows, and improved response times to urgent and non-urgent incidents.

We did, however, record an increase in water quality complaints, despite meeting the overall 'Water Quality Complaints' standard (<6/1,000 properties) for the reporting period. This increase can be attributed to community concerns around water quality at Eastern Heights in Ipswich in December 2022.

Public health is our number one priority, which is why we took rapid precautionary action and issued a 'Do Not Use' notice while we thoroughly investigated the potential water quality issue.

Our tests revealed that the water supply in eastern Ipswich contained slightly elevated concentrations of two chemical substances, but was completely safe to consume (as defined by the stringent Australian Drinking Water Guidelines). As part of our response, we carried out immediate corrective actions and worked hard to keep our customers informed.

We strive to continuously learn and improve, and this event provided a number of valuable learnings, including how we can safely and efficiently bring our infrastructure back online, and how we can effectively communicate with various stakeholders.

SATISFIED CUSTOMERS & LIVEABLE COMMUNITIES

OUR ACTIONS AND PROGRESS

CONTINUING ON OUR RECONCILIATION JOURNEY

Our vision for reconciliation is to have enduring, constructive, and respectful relationships with Traditional Owners and Aboriginal and Torres Strait Islander Communities. We have been on a formal journey of reconciliation for four years, with the launch of our *Reflect* Reconciliation Action Plan (RAP) in 2019. Following endorsement of this RAP by Reconciliation Australia, we commenced our second RAP, *Innovate*, in January 2022.

Our *Innovate* RAP outlines 14 key objectives and 57 associated deliverables to achieve by January 2024. As at 30 June 2023, we had fully or partially completed 80% of these deliverables.

Cultural Immersion training was delivered to nearly 300 of our people.



- In FY23, we:
- Established a RAP Steering Committee to improve governance at an enterprise level.
 - Supported two First Nations internships through our partnership with CareerTrackers.
 - Engaged a Supply Nation partner to review HR and recruitment policies and procedures to identify opportunities to be more inclusive and provide special measures, where appropriate.
 - Reviewed our Social Procurement Framework aimed to advance Aboriginal and Torres Strait Islander procurement opportunities, including work through our delivery partners.
 - Initiated projects to enhance First Nations community engagement and cultural heritage management throughout Urban Utilities.
 - Developed Welcome to Country and Acknowledgement of Country protocols.
 - Implemented a Cultural Competency Learning Strategy.
 - Hosted an interactive, full-day Cultural Immersion Program to improve our leaders' understanding of the important role they play in building cultural safety. Close to 300 of our people leaders and those in specialist roles completed this program in FY23, including the Board.
 - Developed and delivered a tailored cultural awareness e-learning program for all employees.
 - Engaged a Brisbane-based First Nations graphic design agency to curate a range of RAP graphics, which have been incorporated throughout our new head office.



SATISFIED CUSTOMERS & LIVEABLE COMMUNITIES

OUR ACTIONS AND PROGRESS

USING INSIGHTS TO DRIVE CUSTOMER SATISFACTION

To improve satisfaction across all our customer groups (residential, non-residential, commercial and developer), we must understand the evolving needs and expectations of our customers and communities. We use ‘trust’ as a measurement to better understand our relationship with the community, and ‘customer satisfaction’ to understand the experience customers have with us.

In FY22, we gathered insights from over 2,100 customers as part of our most comprehensive customer experience study to date. These findings have helped us better understand the satisfaction drivers of our four customer groups and are guiding our efforts to deliver an improved customer experience and build customer trust.

60%
customer trust
↑ 6% on FY22

In FY23, we delivered a number of customer satisfaction initiatives, including the following:



We continued to **enhance our website functionality** by improving both the quality of information and self-service options for our customers.



We developed a **new customer service standards program**, Service Moment Ready, to enable and empower our customer-facing team members to deliver exceptional customer experiences that leave a positive, lasting memory with our customers. This program will be rolled out in early FY24.



Where possible, we focused on **minimising disruptions** across the Capital Works and Planned and Responsive Maintenance journeys by providing easier access to information, improving timeliness of resolutions, and providing more proactive communications to help customers feel more in control and less impacted in their daily lives.



Implemented our new **Developer Portal System Release 1.0**, which provides improved online functionality and guidance for our developer customers. It has enabled greater self-service options, allows water approval compliance to be undertaken online and with greater transparency, and explains commonly asked questions using customer explainer bytes (cartoon clips). Release 2.0 will deliver even more functionality and is set to launch in FY24.

SUPPORTING OUR FINANCIALLY VULNERABLE CUSTOMERS

We understand that our customers may experience difficulty paying their bills from time to time, especially in the current economic climate.

Guided by our [Vulnerable Customer Policy](#), we offer a range of options to assist those experiencing financial pressure, including payment extensions and payment plans that are flexible, realistic and affordable. We also offer referrals to free community financial counselling services, and water conservation and efficiency advice. In FY23, we provided payment support to around 3,000 customers across our service territory.

In March 2023, we were pleased to re-commence our vulnerable customer home visit initiative, which had been on hold since 2020 due to COVID-19. Home visits provide compassionate and respectful face-to-face contact with some of our most vulnerable customers. The individuals we visited – one of whom was a drought and flood-affected farmer – appreciated both the personalised service and our efforts to alleviate their financial stress.

For the fourth year, we continued our membership of the Thriving Communities Partnership (TCP) Queensland Chapter – a not-for-profit organisation whose goal is for everybody to have fair access to the essential services they need to thrive in contemporary Australia, including utilities, transport, and financial services. We work with other TCP members, including banks, utilities, and community support organisations, to build our collective understanding and capability to better support vulnerable people across Australia.



SATISFIED CUSTOMERS & LIVEABLE COMMUNITIES

OUR ACTIONS AND PROGRESS

REFRESHING OUR CUSTOMER AND COMMUNITY REFERENCE GROUP

Our Customer and Community Reference Group (CCRG) is a valuable forum that allows us to stay connected with the needs and expectations of our customers and communities, and helps to inform our decision making.

The group comprises 11 members, including a chairperson, and meets quarterly to engage in open discussions about various initiatives and issues of importance, from water security and the environment to affordability and capital works. Between meetings, we use our WaterTalk portal as a key point of contact and education for members.

In December 2022, we refreshed community membership of our CCRG, which saw us welcome passionate new community members, keen to help shape the future of our region’s water and wastewater services.

To ensure adequate representation of our vast customer base, we appointed members based on their diverse social, economic, and environmental interests, which include First Nations, rural customers, small business owners, young families, and senior citizens. In addition, the group boasts a collective wealth of professional expertise, spanning engineering, health, finance, environmental sustainability, social services, and public policy.

PARTNERING TO BUILD THE RESILIENCE OF THE LOCAL AND GLOBAL WATER SECTOR

This year, the Australian Water Association (AWA) invited Urban Utilities to participate in its new, fully funded program, ‘Partnerships for resilient and climate smart water sectors’.

The program, supported by the Australian Government through the Australian Water Partnership (AWP), seeks to accelerate climate smart and resilient water sectors through partnerships and capability building in South East Asia and the Pacific. It builds on previously successful utility ‘twinning’ programs facilitated by AWA, actively targeting realisation of the United Nation’s Sustainable Development Goals in our region of the globe.

A key component of the program involves inbound and outbound knowledge-sharing tours. In April 2023, three Urban Utilities team members from our Service Delivery and Environmental & Industrial Groups completed a five-day outbound study tour to the city of Can Tho, in the Mekong Delta region of Vietnam. Our study team toured water treatment and distribution facilities across Vietnam’s fifth largest city.

We subsequently hosted five guests from the Vietnam Water Supply and Sewerage Association (VWSA) and Can Tho Water Supply and Sewerage Company in May 2023. Our guests visited the Luggage Point and Helidon Resource Recovery Centres, and engaged with staff from across our Planning, Operations, and Service Delivery teams to explore our ways of working.

The partnership, which will run in this iteration until June 2024, provides a unique opportunity for Urban Utilities to contribute to the resilience of the global water sector. Through study tours and an ongoing technical engagement, we are leveraging our own substantial industry knowledge in support of peers in the Asian-Pacific region, as well gaining knowledge from other utilities faced with the shared challenges of the global water sector.

Closer to home, we were proud to host an ‘upskilling week’ with a liaison officer from Department of Environment and Science whose role is to support the First Nations community of Woorabinda in Central Queensland and other small sites in the operation of their wastewater treatment plants.

In March 2023, the liaison officer worked side-by-side with our plant operators, visited a number of Urban Utilities’ treatment plants, and learnt about the operation of our treatment lagoons, biosolids harvesting and inlet screens.

In both instances, it was a privilege to share our collective knowledge to help small regional communities – locally and internationally – achieve better community and environmental outcomes.

Vietnamese Learning Experience Exchange



SATISFIED CUSTOMERS & LIVEABLE COMMUNITIES

OUR ACTIONS AND PROGRESS

SUPPORTING OUR COMMUNITIES THROUGH SPONSORSHIP

Through our dedicated Sponsorship Program, we are proud to support a variety of community events and initiatives that align with our strategic direction.

Sponsorships allow us to further the operations of not-for-profit businesses – typically those that support vulnerable customers; directly engage with our customers and communities on issues of importance; increase awareness of our business and the essential services we provide; and enhance the employee experience by providing opportunities to volunteer.

In FY23, we invested over \$150,000 in the following initiatives:

Tangalooma EcoMarines

Since 2014, we’ve sponsored Tangalooma EcoMarines, an education program aimed at developing environmental leadership in young people. In addition to our sponsorship funds, a number of Urban Utilities employees assisted the Tangalooma EcoMarines in cleaning up the Brisbane riverside as part of Clean Up Australia Day, with over 1,700 pieces of rubbish collected.



Ipswich Basketball Association

The Ipswich Basketball Association (IBA) is a community club that encourages cultural diversity and gender equity. Since 2021, our sponsorship has funded grants for female representative players, allowing them to play at competition level. It also funds a development program for young girls who are looking to develop skills, confidence, and new friendships.

Foodbank Queensland

Since 2021, Urban Utilities has supported and partnered with Foodbank Queensland – the state’s largest hunger-relief charity. In FY23, our partnership helped provide meals to 150,000 people every week and supported the distribution of more than 14 million kilograms of food that would otherwise have gone to landfill. Urban Utilities staff, including CEO Paul Arnold, donated their time and volunteered in the Food Distribution Centre, sorting essential groceries and donations for Foodbank’s 350 member charities.



SUPPORTING GLOBAL COMMUNITIES IN NEED

Since our formation in 2010, we have been a corporate member of WaterAid – an international not-for-profit resolute in its ambition for people all over the world to have access to clean water, decent toilets and good hygiene.

As a water utility committed to enriching quality of life, we extend this commitment beyond our service territory to include global communities in need. In addition to our \$10,000 WaterAid membership, we were proud to sponsor Queensland WaterAid Golf Day, which raised a state total of \$38,000.

CEO Paul Arnold also took part in WaterAid’s Walk for Water challenge, raising an additional \$1,500 to support WaterAid’s vital work.

SATISFIED CUSTOMERS & LIVEABLE COMMUNITIES

OUR ACTIONS AND PROGRESS

The Salvation Army’s Ipswich Red Shield Appeal

For the ninth consecutive year, we were the major sponsor of the Salvation Army’s Ipswich Red Shield Appeal. This valuable initiative seeks to raise funds for Ipswich-based social and community services, with a focus on homeless and accommodation services, domestic violence, financial counselling, and youth support.

Ekka

We are a long-standing supporter of The Royal Queensland Show (Ekka) – an iconic Queensland event that embodies community spirit and showcases the best of our region. In FY23, our presence at the event enabled us to engage with communities to increase awareness of the water cycle and impart water saving and sustainability tips.



Ipswich Show

The Ipswich Show is a 150-year-old community tradition that showcases all the city has to offer. We engaged with communities to increase awareness of the water cycle and impart water saving and sustainability tips.



Scenic Rim Eat Local Month (Winter Harvest Day)

In FY23, Urban Utilities was a Supporting Partner of this valuable community event that draws visitors far and wide to appreciate the fresh produce grown in the Scenic Rim. We engaged with communities to increase awareness of the water cycle and impart water saving and sustainability tips.

Somerset Rail Trail Fun Run or Ride

A long-time sponsor of the Somerset Rail Trail Fun Run or Ride, we were proud to support this community event that encourages an active and healthy lifestyle. Urban Utilities representatives attended on the day to distribute water to thirsty participants.

Green Heart Fair

An initiative of Brisbane City Council and Brisbane Sustainability Agency, the Green Heart Fair is Brisbane’s favourite sustainable living festival. In addition to our sponsorship funds in FY23, our presence at the event allowed us to directly engage with communities to drive water literacy.



LOOKING FORWARD

We will continue to implement our Vulnerable Customer Strategy, including several long-term initiatives to deliver support across four vulnerable customer groups: enduring vulnerability; transient vulnerability; mental health or family violence; and culturally and linguistically diverse communities.

We will work to engage with customer perceptions of fair charges and value for money, which is particularly important given the current economic climate and cost-of-living pressures. To begin with, we will improve our understanding of what customers value in relation to charges and support. In FY24, we will complete the discovery phase of this research and capture insights.

We will roll out our new service experience program, *Service Moment Ready*, to all frontline teams. The program focuses on enabling and empowering our customer-facing teams to deliver exceptional customer experiences and demonstrate to customers that we show up for the moments that matter and shape the moments to come.

We will complete our *Innovate* Reconciliation Action Plan (RAP) and start delivering our *Stretch* RAP. The third RAP in a series of four, *Stretch* will see us implement longer-term strategies to advance reconciliation both internally and within our sphere of influence.

Our people are our greatest asset, and nothing is more important than their health, safety, and wellbeing.

📍 Breakfast Creek Sewer Upgrade



SAFE & ENGAGED WORKFORCE

OUR APPROACH

While we've taken great strides to build a safe and constructive culture over the years, we acknowledge there's still room to improve.

To help us achieve our desired outcomes, we've developed a number of key strategies and associated programs.

This includes our **Health, Safety and Wellbeing Strategy (2023-25)**, the scope of which extends beyond our people to include our customers and communities. It details enterprise-wide programs of work that aim to drive continuous improvement in our health, safety, and wellbeing behaviour and performance.

Specifically, we're focused on:

- Building our people's mindsets around the criticality of safety.
- Defining and enabling an enterprise-wide focus on critical risk identification and control.
- Identifying and managing the safety and performance integrity of our asset and operating systems.
- Reviewing and enhancing our existing health, safety, and wellbeing management system and program offerings.

We also recognise the importance of fostering a diverse and inclusive culture, and we're currently delivering our second **Diversity and Inclusion Strategy (2021-24)**. It targets seven priority areas, including cultural diversity; gender diversity; disability inclusion; LGBTQIA+ inclusion; career lifecycle; Aboriginal and Torres Strait Islander participation; and workforce flexibility.

As we implement this strategy, we want to:

- Better understand and address any barriers (real or perceived) to employment or potential employment due to personal circumstance or characteristic.
- Embed and normalise diversity and inclusion practices in our business.
- Ensure our culture consistently supports safety, visibility, and inclusion for all employees.
- Continue to elevate our reputation as a diverse and inclusive workplace.

In addition to ensuring a safe and supportive work environment, it's important that our people feel engaged, enabled, and rewarded. We refer to this as our 'People Experience'.

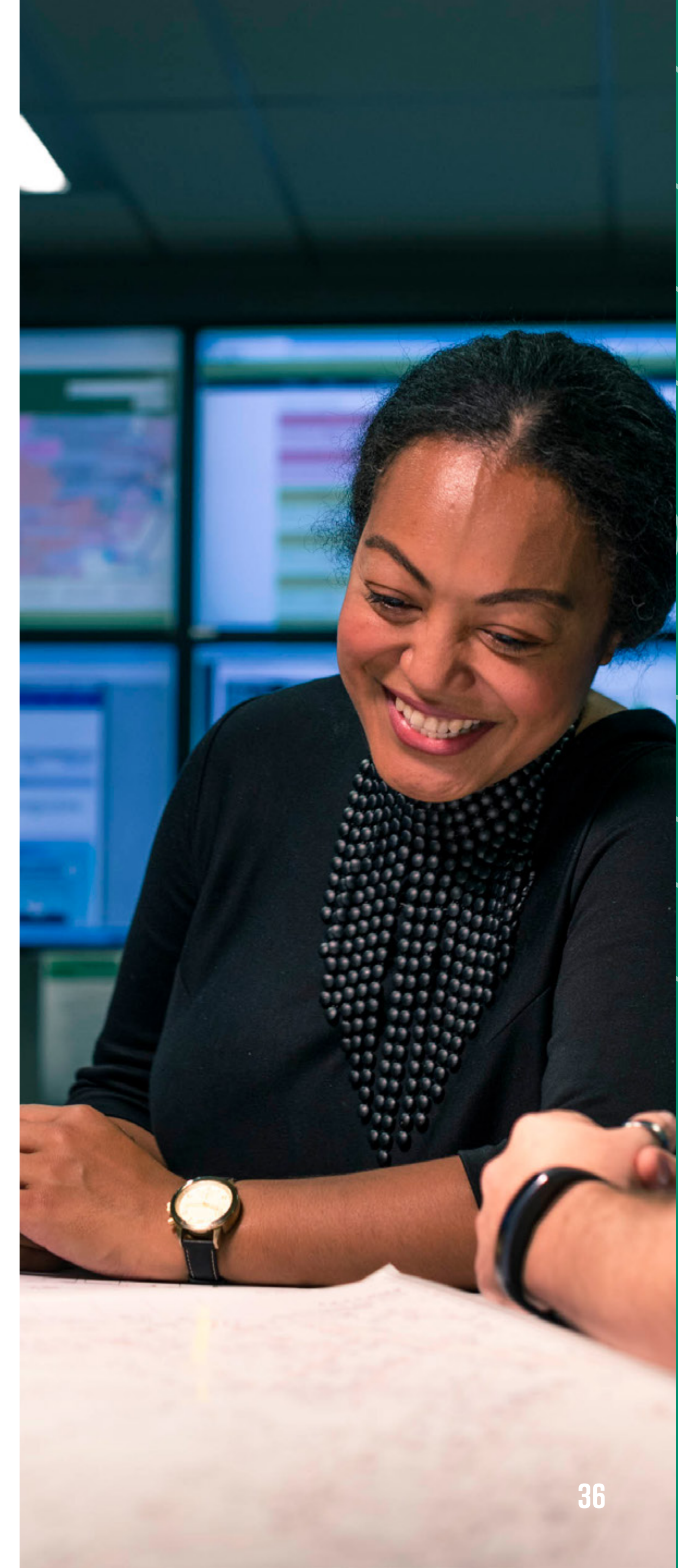
This year, we began delivering our first **People Experience Strategy**. Informed by market and internal insights, the strategy includes five key focus areas:

- Develop our leadership capability and a constructive high-performing culture.
- Bring to life our Employee Value Proposition to attract and retain talent.

- Build the confidence, capacity, and capability of our people for current and future needs.
- Ensure a strong and consistent diversity, equity, inclusion and belonging offering.
- Design and deliver people-centred workplaces.

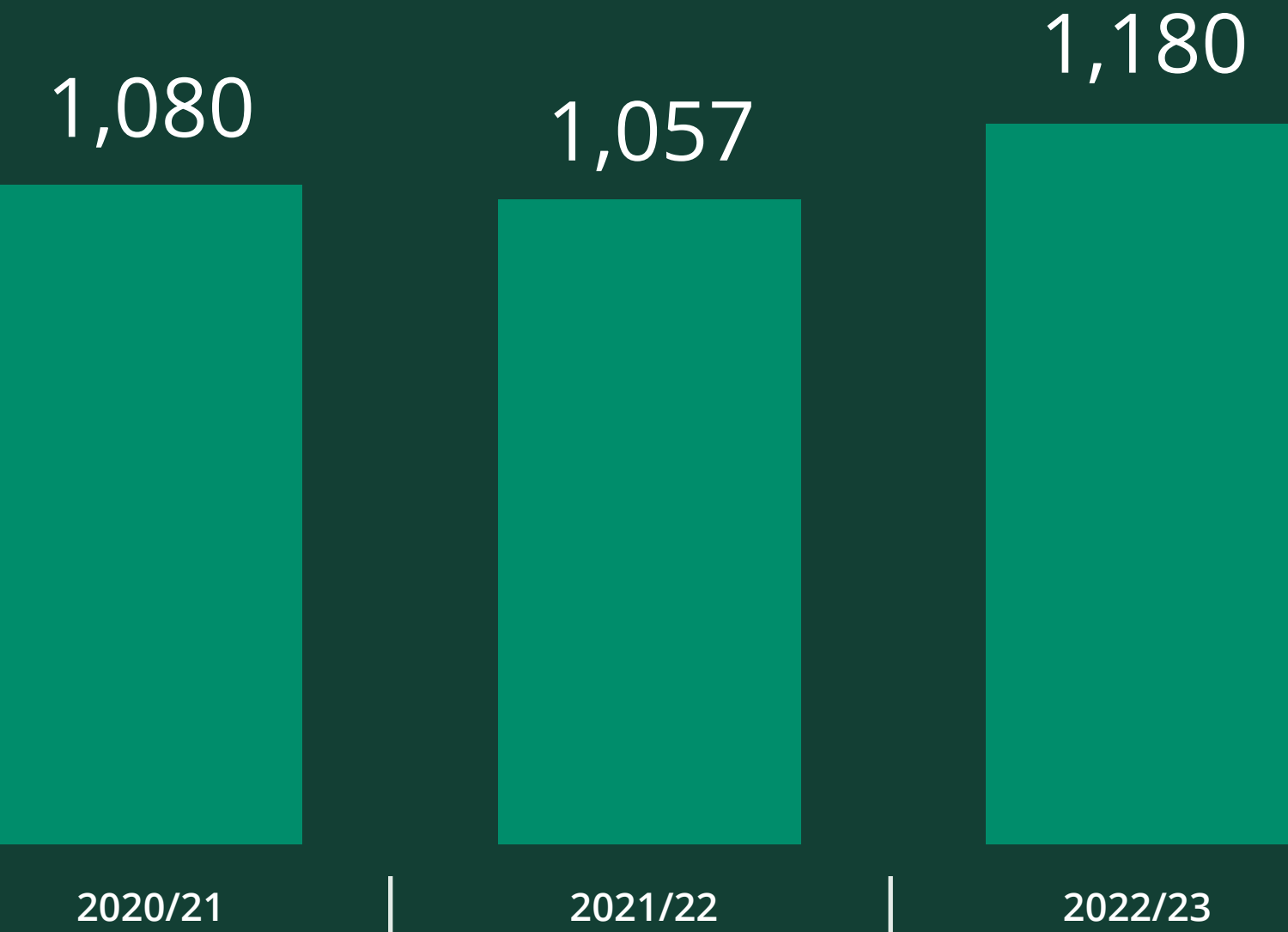
A positive people experience also relies on employees feeling heard and having their ideas for improvement – big or small – valued and explored further. This has long been a focus for us at Urban Utilities and is facilitated by our **Voice of the People Program** (focused on cultural improvements) and our **Innovation, Research and Development Program** (focused on operational improvements).

We are exceptionally proud of the strong culture of innovation we've built, which empowers our people to challenge the status quo, collaborate internally, partner externally, and take calculated risks in pursuit of our strategic objectives. Over the years, our people have implemented hundreds of innovative ideas that are helping us work smarter, while also delivering positive social, environmental, and economic outcomes.

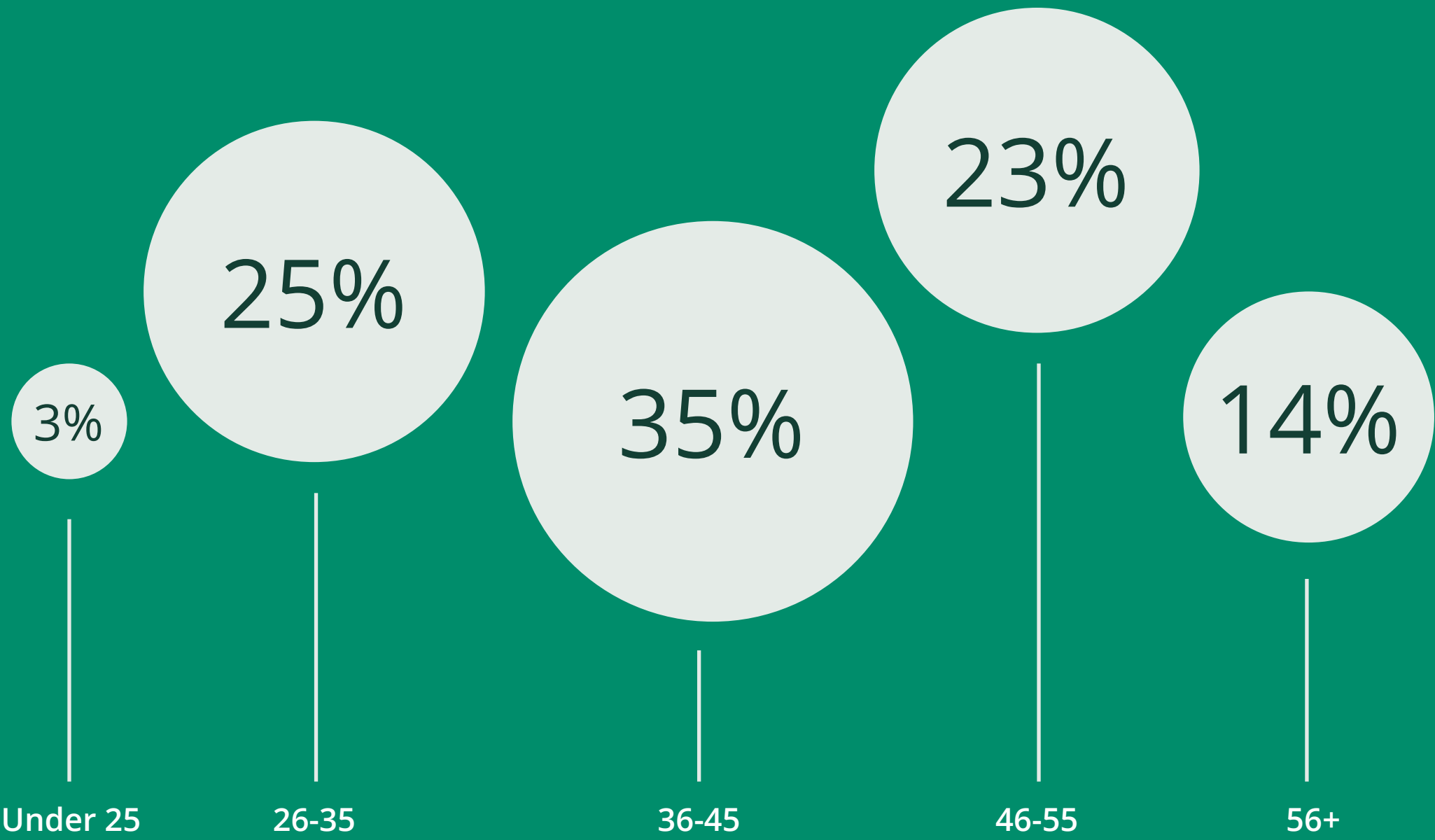


OUR WORKFORCE PROFILE

TEAM MEMBERS



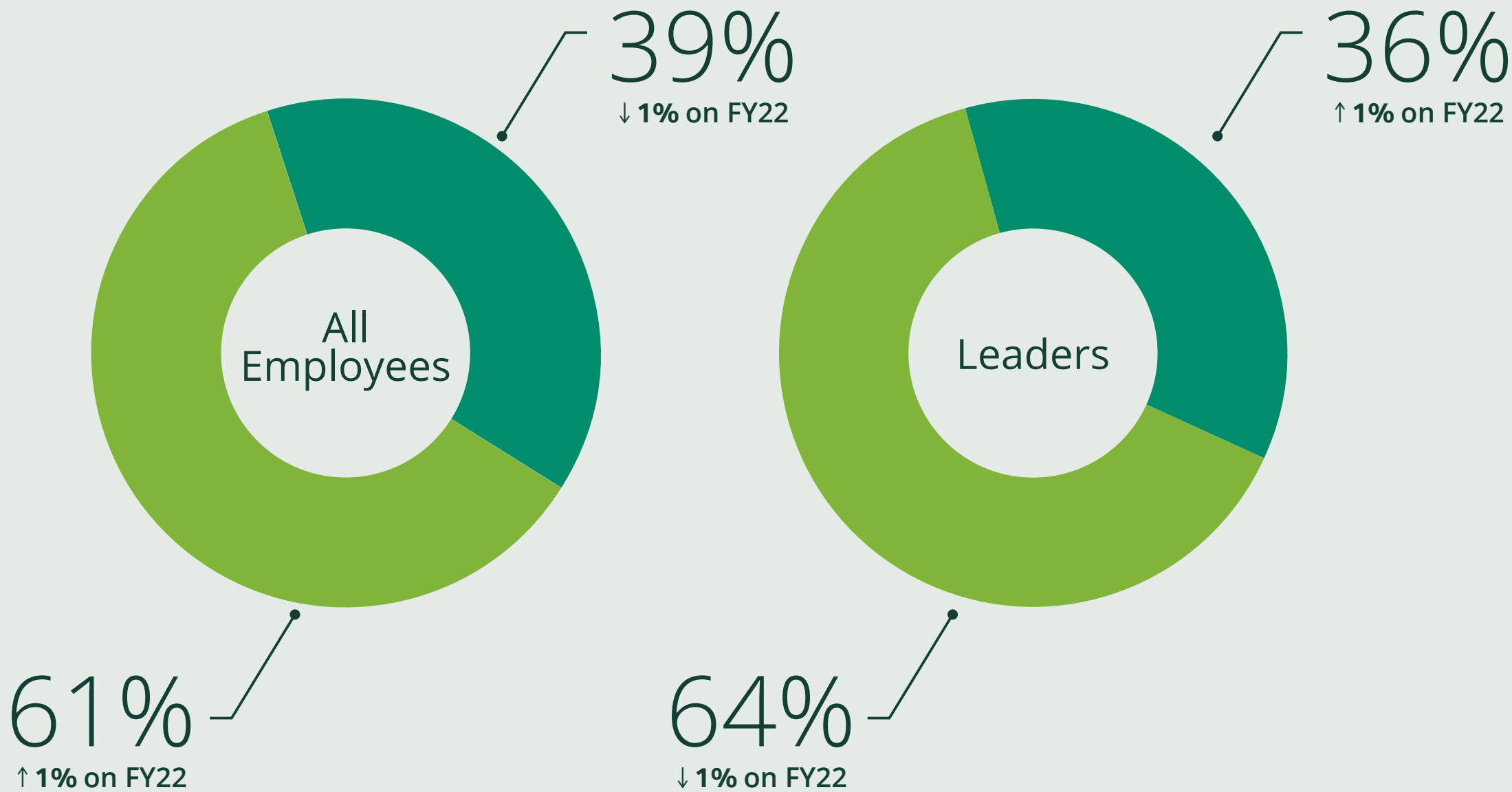
AGE PROFILE (PERMANENT EMPLOYEES)



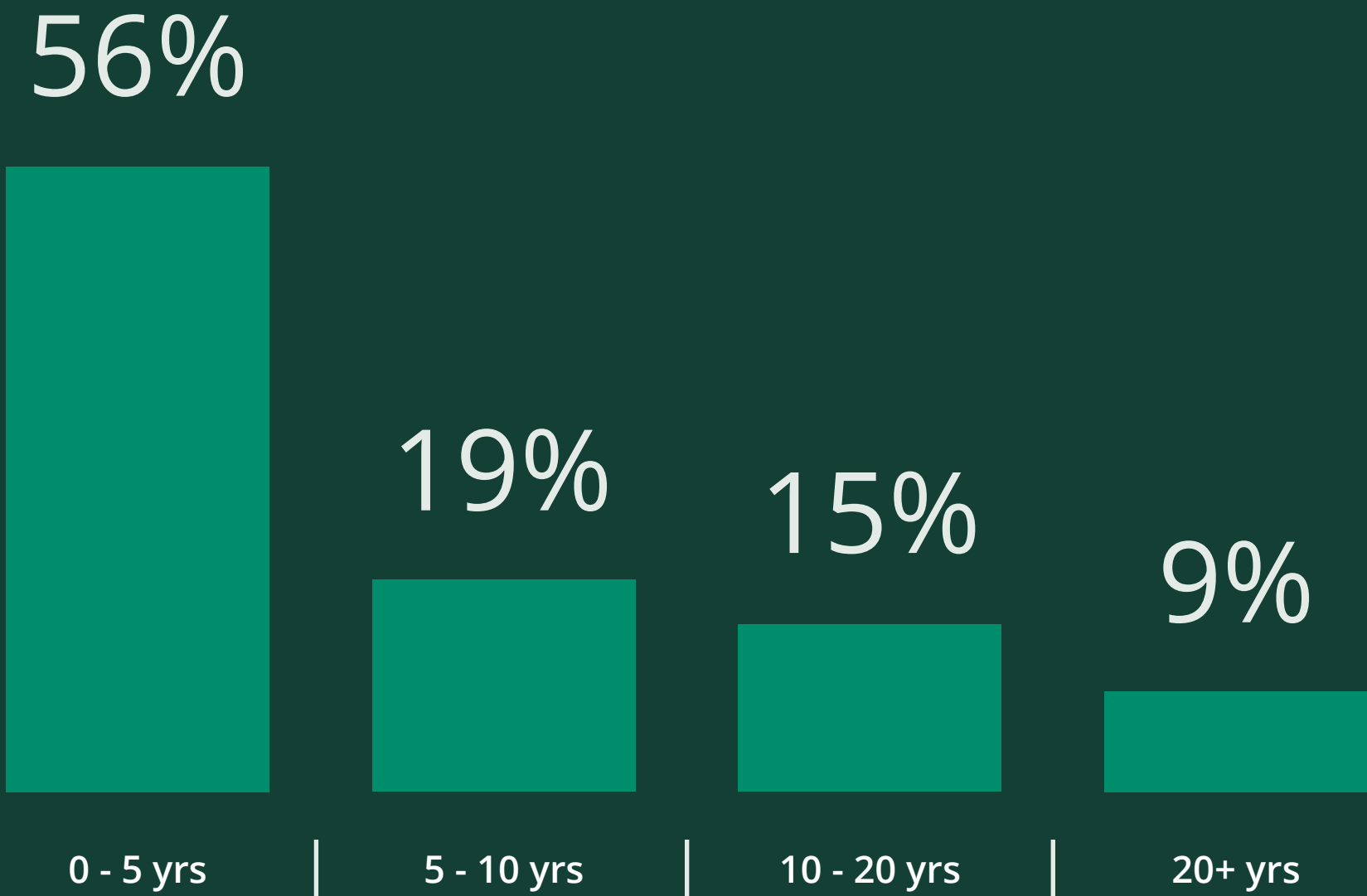
OUR WORKFORCE PROFILE

GENDER PROFILE

Female Male

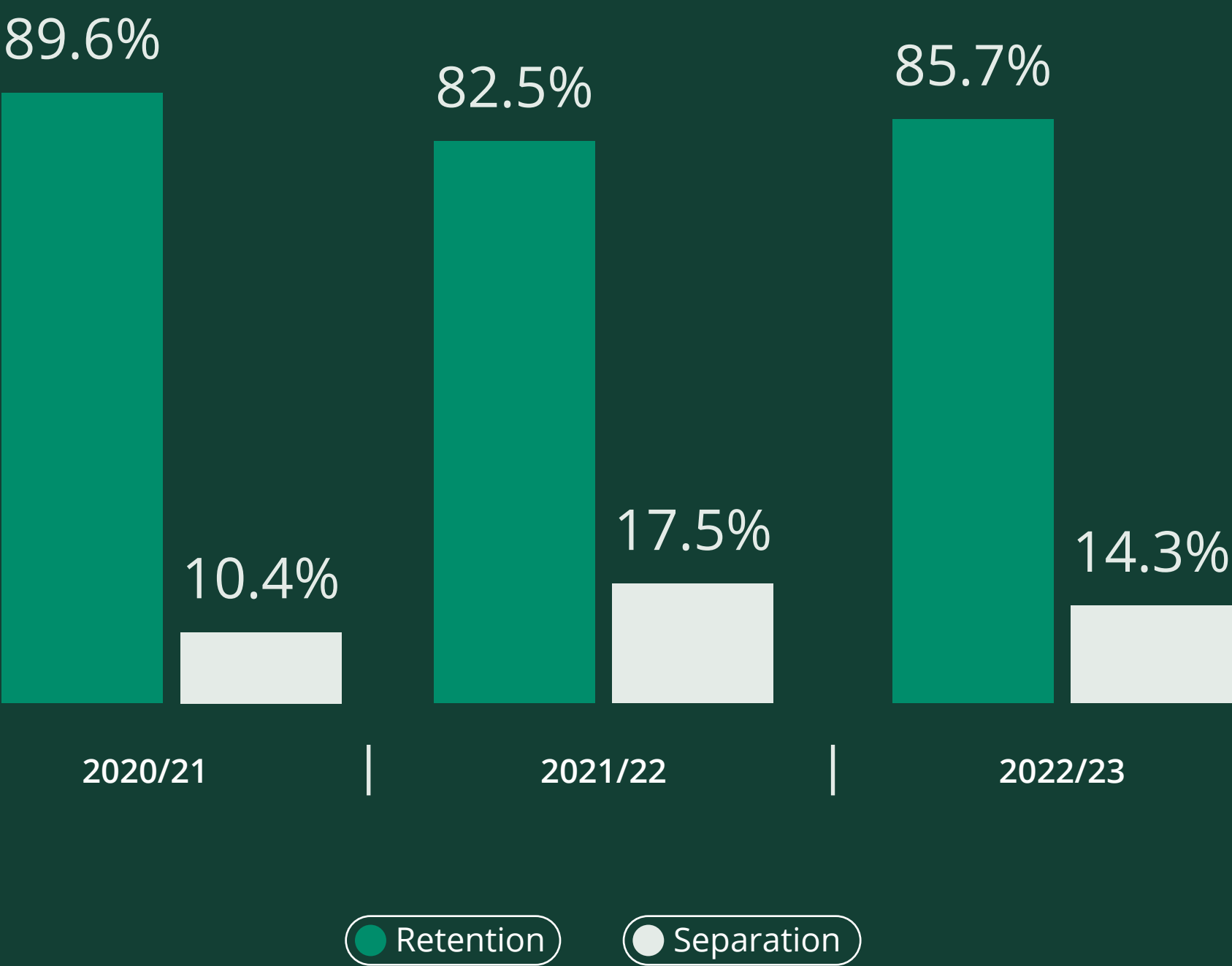


WORKFORCE TENURE

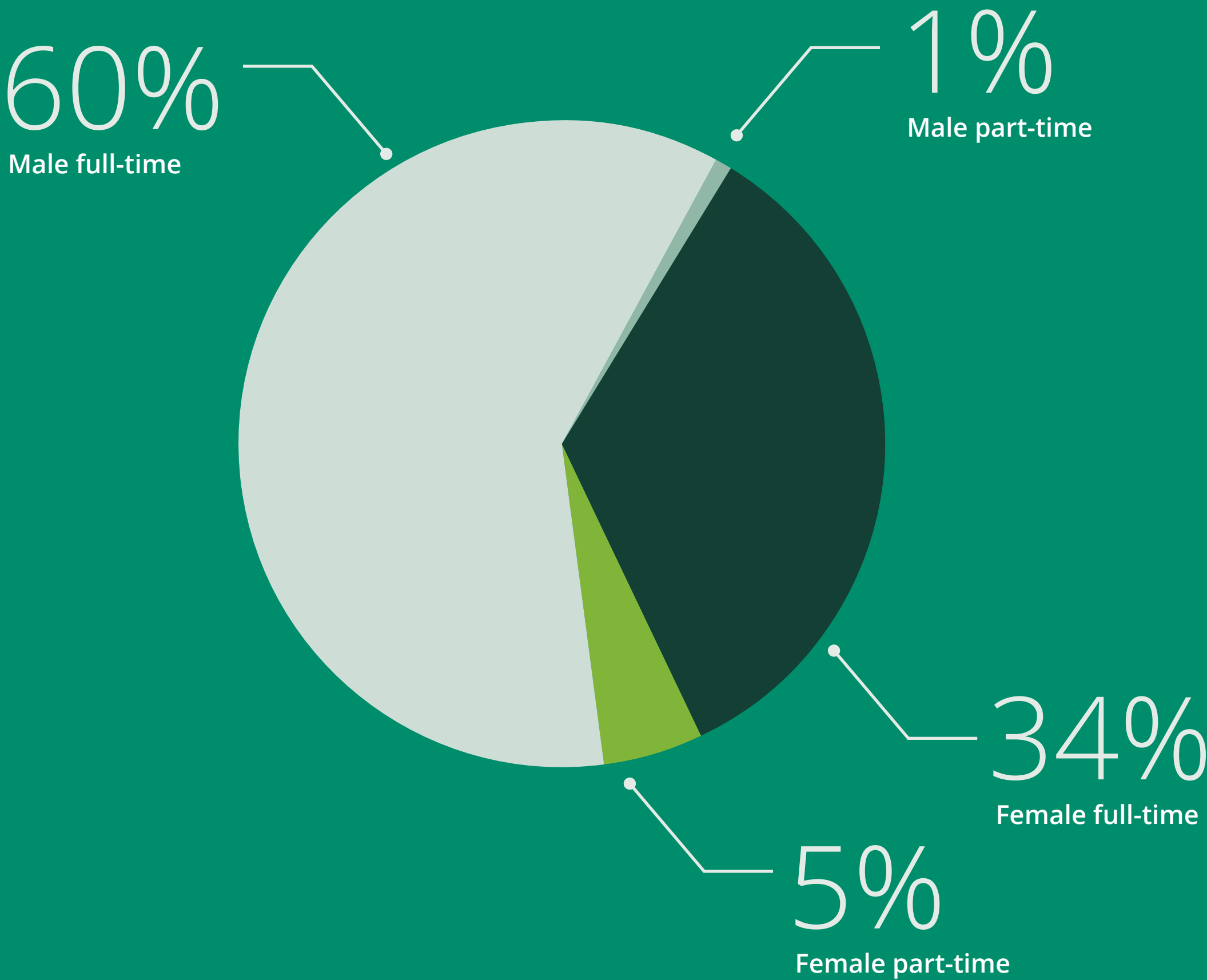


OUR WORKFORCE PROFILE

PERMANENT RETENTION
& SEPARATION RATES



EMPLOYMENT STATUS
(PERMANENT TEAM MEMBERS)



SAFE & ENGAGED WORKFORCE

OUR ACTIONS AND PROGRESS

COMMITTING TO THE CONTINUOUS IMPROVEMENT OF OUR HEALTH AND SAFETY PERFORMANCE

Since our formation in 2010, Urban Utilities has completed several Health, Safety and Wellbeing (HSW) strategic improvement cycles. At the conclusion of the most recent cycle, and in response to recent organisational changes, we identified the need to conduct an independent review of our current HSW management, performance, and culture. Completed in March 2023, the review provided a baseline for the next cycle of strategic improvement, along with recommendations and priority areas to focus on.

In late FY23, we established and mobilised an Enterprise HSW Improvement Program to ensure a sustainable response to the review recommendations.

This year, we also successfully completed our ISO 45001 audit and retained our certification. ISO 45001 *Occupational health and safety management* is the world's first International Standard for occupational health and safety (OH&S). It provides a framework to increase safety, reduce workplace risks, and enhance health and wellbeing at work, enabling organisations to proactively improve its OH&S performance. This certification is foundational to our drive for improved systems and performance and will support the work of our Enterprise HSW Improvement Program.

We're also improving internal communication regarding safety incidents. We now issue High Potential Event and Safety Alert notifications to all employees and to our network of contractors, which summarise our response to (and learnings from) incidents when they arise. Our focus on transparency is raising awareness of health and safety issues, initiating valuable conversations within teams, and building trust between employees, management, and contractors.



SAFE & ENGAGED WORKFORCE

OUR ACTIONS AND PROGRESS

INTRODUCING NEW AND ENHANCED LEAVE PROVISIONS

In FY22, we launched our new organisational values (see page 5), simplified as ‘We CARE’ (We are: Connected, All in, Real, Evolving). To help our people embrace our values and to provide greater flexibility around how they can access their leave, we introduced two new paid leave types: Connection Day and CARE Days.

A Connection Day is for our people to connect with their friends, family, or community, while a CARE Day is intended for proactive self-care or to provide care for others not covered by Carer’s Leave. Examples of self-care include prioritising mental health or having preventative health check-ups, while caring for others includes looking after a grandchild or volunteering within the community.

We also enhanced our parental leave provisions to support either parent, regardless of gender or birthing parent, provided they are the primary care giver. These include an increase in paid parental leave from 14 weeks to 18 weeks, paid superannuation during unpaid parental leave, and a reduction to the parental leave eligibility period (now six months, previously 12 months).

THOUGHTFULLY DESIGNING OUR BUILT ENVIRONMENT TO ACCOMMODATE OUR DIVERSE WORKFORCE

When it comes to workplace design, a ‘one-size-fits-all’ approach is a thing of the past. We understand that our workforce is diverse, which is why our new head office – which we began occupying in March 2023 – was consciously designed to cater for the various health, cultural, and familial needs of our people.

Examples of inclusive office design include the following:

- **Neurodivergent** – It is estimated that around 18% of the population is neurodivergent, which means they process information differently and are often over- or under-stimulated by elements of their environment, such as noise, colour, and texture. With this in mind, we employed a number of design tactics to support our neurodiverse people, including the use of tactile fabrics to offer varied sensory experiences; a muted colour scheme and natural elements to create a calming effect; dividers in appropriate areas to block or reduce noise; and a variety of work zones to choose from based on a person’s desired level of stimulation.
- **Working families** – We support new parents in their return to work by providing a private space to breastfeed, bottle feed, or express milk. The dedicated Parent Room is furnished with a comfortable couch and a refrigerator to store milk.

- **Culture/religion** – Recognising the cultural diversity of our workforce, we incorporated a prayer/meditation room, complete with a foot-washing facility, to allow individuals to perform their respective religious practices, or to take a moment to meditate and recentre for improved wellbeing.
- **Shift work** – Our 24/7 Control Centre is strategically positioned in the northern aspect of the building to ensure our shift-working team members experience natural sunlight, including the rise and fall of the sun to the far horizons to support a healthy circadian rhythm.
- **Reconciliation** – Artwork from our Reconciliation Action Plan has been incorporated on each floor to recognise the land on which our head office is located, and to acknowledge that 3.2% of our total population identify as Aboriginal and Torres Strait Islander peoples.

SUPPORTING OUR LGBTQIA+ WORKMATES

We are proud to recognise, support, and celebrate the Urban Utilities LGBTQIA+ community through a dedicated network called UrbanPride, which focuses on creating a workplace where our people feel valued for who they are, and feel safe to bring their whole self to work.

This year, we re-launched our UrbanPride Working Group and UrbanPride Allyship Network. The purpose of these groups is to help identify opportunities to celebrate our diverse workforce and promote acceptance and inclusion of our LGBTQIA+ community. We had 26 people join our UrbanPride Working Group and 77 people join our Allyship Network.

We were also pleased to become a member of Pride in Diversity, a national not-for-profit employer support program for all aspects of LGBTQIA+ workplace inclusion.

Over the next two years, Urban Utilities will be working towards achieving bronze tier status of the Australian Workplace Equality Index (AWEI), which sets the national standard of best practice for LGBTQIA+ workplace inclusion.

SAFE & ENGAGED WORKFORCE

OUR ACTIONS AND PROGRESS

MEASURING OUR EMPLOYEE ENGAGEMENT AND ENABLEMENT

Universally, the engagement (“I want to”) and enablement (“I can do”) of employees has been strongly linked to the overall performance of organisations around the world.

To measure the engagement and enablement of our employees, we’ve been conducting an annual Employee Effectiveness Survey (EES) using the Korn Ferry Engaged Performance Framework© since 2014.

This widely recognised organisational development tool helps us better understand the key drivers of performance and satisfaction for our employees that we need to improve upon.

In FY23, we saw an 84% response rate (up from 81% in FY22) and achieved increases in engagement (+1), enablement (+2), and overall effectiveness (+2). Pleasingly, our enablement score (71%) is the highest it’s been since 2014 and is above both Australian and global General Industry norms.

The results revealed a number of factors employees value most about working at Urban Utilities, including dedication to quality, respect and recognition, and a culture of innovation. This year, we saw a marked improvement in scores relating to training and development opportunities, including a 16-percentage-point increase in the number of people saying their job leaves adequate time to take advantage of job-related training.

The survey also revealed a number of opportunities for improvement, including better cooperation and communication between groups, and more effective sharing of ideas and resources across the business. In FY24, we will focus on addressing the priority areas identified in the survey results.



DEVELOPING THE NEXT GENERATION OF WATER INDUSTRY TALENT

As we shape the workforce of the future, we remain committed to investing in the next generation of water industry talent. In FY23, we offered hands-on experience through a variety of programs, including the following:

- **Graduate Program** – Launched in 2018, UrbanGrad is open to recent university graduates, with annual intakes alternating between engineering and non-engineering disciplines. Over two years, the graduates rotate through key business areas, exposing them to all facets of our operations. In FY23, we welcomed six new engineering graduates to the program who are applying their knowledge and skills across our Service Delivery, Integrated Solutions, and Environmental & Industrial groups.
- **Internships** – We continued to partner with CareerTrackers, a national non-profit with the goal of creating pathways and support systems for First Nations young adults. In FY23, we hosted two students in our Field Services and Asset Knowledge and Performance teams.
- **University student placements** – We are a proud industry partner of the University of Queensland’s Bachelor of Engineering (Honours)/Master of Engineering Program. In FY23, we hosted three of these students full-time to further their specialist knowledge and experience. We also hosted six PhD candidates, an Engineering Masters student, and six undergraduate engineering students, who have since been employed by Urban Utilities in full- or part-time operator roles.



SAFE & ENGAGED WORKFORCE

OUR ACTIONS AND PROGRESS

FOSTERING A CULTURE OF INNOVATION

At Urban Utilities, we are committed to thinking outside the box and partnering with like-minded organisations to help us work smarter, safer, and greener.

This commitment is facilitated through our Innovation, Research and Development (IRD) Program, which is governed by a team of innovation and research specialists.

Since its inception in 2013, the IRD Program has evolved into a multi-faceted, multi-million-dollar portfolio of work that continues to effect real, positive change by delivering operational efficiencies, improved safety practices, enhanced customer and environmental outcomes, and improvements to our workplace culture.

Empowering our people to make change

We are proud of the strong innovation culture we’ve built, which is based on trust and empowerment. We encourage our people to share their ideas for improvement – big or small – and support them in further formulating their idea in readiness for pitching directly to the CEO and senior management. If the idea is approved to progress, the idea-generator is granted the time, space and funds required to bring their idea to life.

Based on this year’s Employee Engagement Survey, 82% of our people said they feel encouraged to come up with new or better ways of doing things. This is 4-percentage-points higher than the global High Performing benchmark.

To date, over 498 ideas have been generated by our people, which, combined, have delivered millions of dollars’ worth of operational efficiencies, as well as vastly improved customer and environmental outcomes.

In FY23, some of the ideas that were delivered or progressed, included:

- Trialling microwave technology to permanently remove tree roots from our pipes.
- Testing an Electro Osmosis Dehydrator to assess its ability to reduce the water content of biosolids (a by-product of the wastewater treatment process).
- Modifying some of our field services vehicles to improve the safe handling and loading of long lengths of pipe.

Innovation, Research and Development Program highlights



Re-established our IQ Group, which acts as a support network for our idea generators



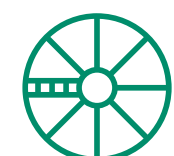
2 company-wide CEO Innovation Hours hosted, where our people pitched their ideas directly to the CEO



83% of our people feel they have opportunities to have their ideas adopted and put in practice.



65 research partnerships



30 tours of Innovation Precinct (27 local, 3 international)



\$26.5 M worth of research housed at our Innovation Precinct



Our Innovation Precinct is home to the world’s largest replica sewer

SAFE & ENGAGED WORKFORCE

OUR ACTIONS AND PROGRESS

FOSTERING A CULTURE OF INNOVATION (CONT'D)

Partnering to achieve greatness

Urban Utilities is committed to innovating for a better future, but we know we can't do it alone. That's why we're collaborating with industry and research partners to explore revolutionary new ways to treat wastewater, reduce greenhouse gas emissions, and turn waste into valuable resources.

Our competitive advantage is our state-of-the-art Innovation Precinct – the first of its kind in Australia. Located onsite at our Luggage Point Resource Recovery Centre (RRC), the Precinct gives researchers unprecedented access to large volumes and different types of process waters, as well as access to the world's largest live sewer model, a state-of-the-art laboratory and pilot-scale algae culture facility, and Australia's first municipal full-scale anammox process.

In FY23, the Precinct housed over \$26.5m worth of collaborative research projects, including the following:

- **Microvi** – We're working with Microvi Biotech, Inc. to trial its MicroNiche Engineering™ technology that removes nitrogen from wastewater streams in a compact footprint with little to no biosolids production. If successful, the technology has the potential to significantly reduce our biosolids transportation costs.
- **Lodomat technology** – We're exploring new ways to increase the energy efficiency of the wastewater treatment process through a process known as

Lodomat. This process, which consists of a suite of technologies that involves the use of free nitrous acid, was developed at the University of Queensland's Australian Centre for Water and Environmental Biotechnology. We are planning to commission three pilot plants at our Luggage Point RRC to demonstrate and trial the technology at scale. The trial will investigate how the novel technology can help us capture more biogas — which we use to generate renewable electricity — during treatment, whilst also generating less solids.

- **Fighting food waste** – In partnership with the Fight Food Waste Cooperative Research Centre and the University of Queensland, we're three years into trialling anaerobic co-digestion as a platform technology to transform food waste into green renewable energy and fertiliser for land application. Anaerobic co-digestion can be applied to create value from food waste, however different operational limits, process risks and cost-benefit factors apply. We're working to understanding these limitations, with the principal focus being on scale-up, process integration and optimisation of retrofitted anaerobic co-digestion processes within existing infrastructure constraints. Adoption of co-digestion technology has the potential to divert a significant volume of food waste from landfill.

FORMALISING OUR PARTNERSHIP WITH ADVANCE QUEENSLAND

In October 2022, we were proud to formalise our partnership with Advance Queensland by co-signing a letter of intent.

Both organisations have a clear focus on supporting early-stage innovative businesses and helping them learn how to best develop and scale their products for real-world application.

Urban Utilities has a long history with Advance Queensland, and has partnered with research organisations in the past to receive support through Advance Queensland's Industry Research Fellowships program.



LOOKING FORWARD

Begin implementing our Enterprise Safety Improvement Program, the purpose of which is to improve safety management and performance through whole-of-business integration and involvement. The first tranche of work will focus on risks and controls related to high-risk activities, process safety, control of work, and redesign of our Health, Safety and Wellness (HSW) System. It will also baseline our current state across all HSW activities, define the desired target state, and design the program of work to drive the required transformation.

Focus on delivering the core components of the People Experience Strategy to attract and retain talent and create a great place to work. Key initiatives for FY24 include:

- Building talent pipelines and internal talent mobility.
- Develop leadership capability at all levels, including emerging leader, safety leadership, and management fundamentals.
- Deliver our Learning and Capability Strategy to build internal capability for current and future needs.
- Continue to deliver across the Diversity, Equity, Inclusion and Belonging portfolio, including developing our next Reconciliation Action Plan and developing our first Diversity Inclusion Action Plan.

Work towards achieving bronze tier status of the Australian Workplace Equality Index, which sets the national standard of best practice for LGBTQIA+ workplace inclusion.

Continue to partner with like-minded organisations to trial innovative technologies that have the potential to revolutionise the traditional water and wastewater treatment process.

OUR ESG PERFORMANCE

Governance

We are working to build and maintain the trust of our shareholders and stakeholders



SUSTAINABILITY PILLARS

CORPORATE GOVERNANCE



FY23 GOVERNANCE SCORECARD

OUR HIGHLIGHTS

Equal gender diversity on our Board

36.7% female leadership

This is distinctly higher than the industry norm of 25%, as cited in the Australian Government's 2022 Gender Equality Scorecard.

98% of employees in relevant roles have completed Modern Slavery Training requirements

99.8% of our supplier spend was with direct suppliers located in Australia

Of this spend, 45% was with local suppliers within our service territory.

CORPORATE GOVERNANCE

OUR APPROACH TO CORPORATE GOVERNANCE

We believe that strong governance plays a critical role in the success of Urban Utilities.

We have in place a corporate governance structure (see right) and related processes to ensure accountability and transparency, quality leadership, effective people management, and efficient and ethical use of our resources.

Our reporting approach has been guided by the *ASX Corporate Governance Council's Corporate Governance Principles and Recommendations*.

Accountability for sustainability rests with the Urban Utilities’ Board, our Chief Executive Officer, and the Executive Leadership Team. Regular performance updates are provided at this governance level.

The Board oversees sustainability-related risks and opportunities by reviewing and guiding strategy and risk management policies, public policy positions, specific sustainability commitments and targets, and major investment plans required to support achievement of these goals. Oversight of specific sustainability-related issues are set out in the Board sub-committees (see page 48).

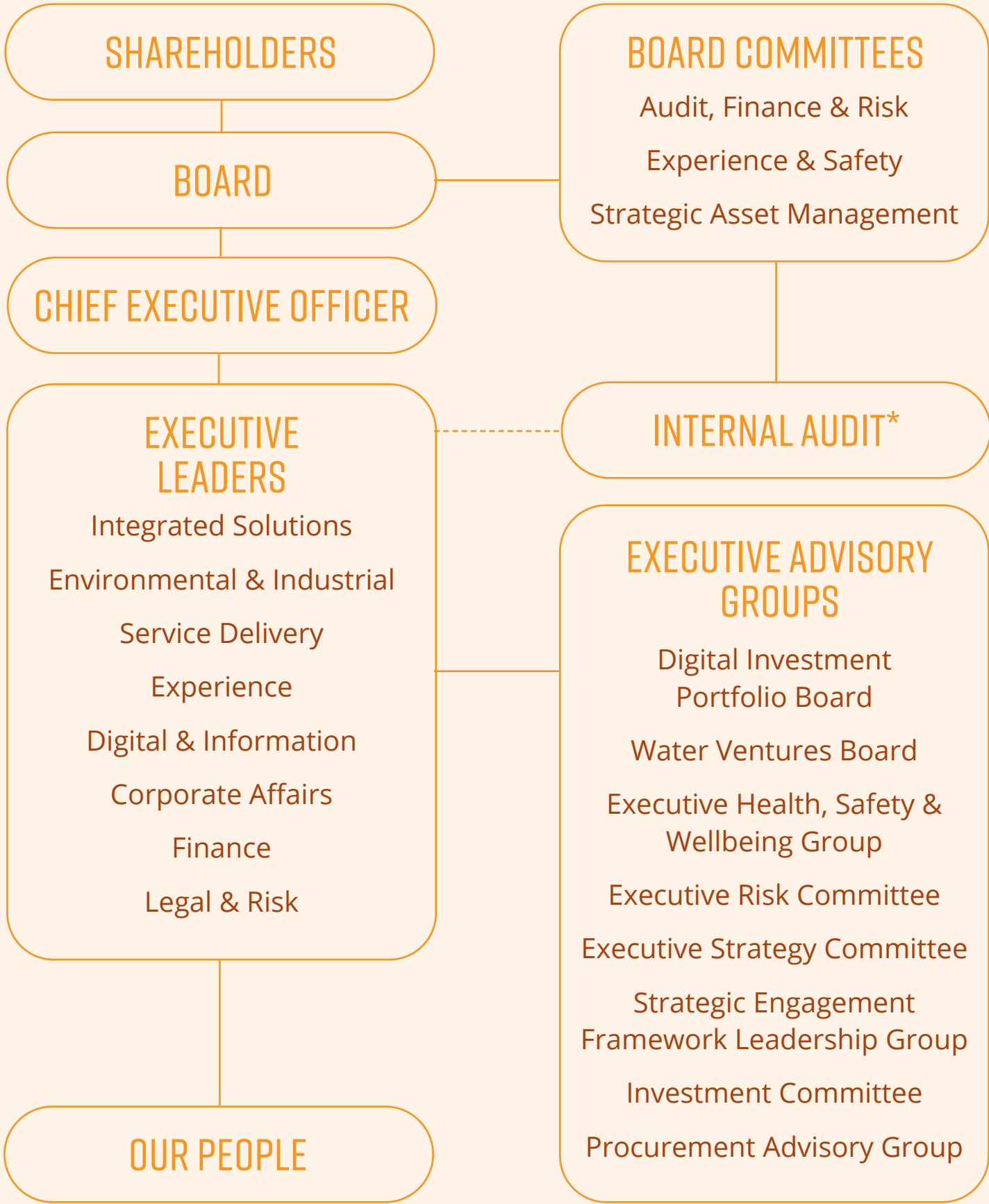
OUR SHAREHOLDERS

Our shareholders are the councils of Brisbane, Ipswich, Lockyer Valley, Scenic Rim, and Somerset. In accordance with the *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009*, Urban Utilities formed an agreement (the “Participation Agreement”) with its participating local governments (our shareholders) when it formed in July 2010.

The Participation Agreement outlines the respective responsibilities and obligations of Urban Utilities and its participating local governments. It includes, but is not limited to: the participation rights of each shareholder; decision making and dispute resolution; the role, composition, appointment, remuneration and powers of the Board; Board meetings; corporate (strategic) planning; reporting; and profit distribution.

Our [Participation Agreement](#) is available on our website.

OUR CORPORATE GOVERNANCE STRUCTURE



* Internal Audit reports directly to the Audit, Finance and Risk Committee.

CORPORATE GOVERNANCE

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OUR BOARD

The Urban Utilities Board comprises eight non-executive members, including the Chair. Board appointments are made in accordance with the provisions of the *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009*.

The Board’s role includes deciding the strategies and the operational, administrative, and financial policies to be followed. The Board also ensures that we perform our functions and exercise our powers in a proper, effective, and efficient manner, and that we comply with planning and reporting requirements.

The Board’s role and responsibilities are set out in the Board Charter, and include:

- Deciding on our direction, strategies, and financial objectives, and ensuring appropriate resources are available.
- Establishing and maintaining our corporate strategies and monitoring their implementation.
- Establishing and monitoring a framework to assess compliance with legislation and government policy.
- Establishing and monitoring a framework to ensure compliance with control and accountability systems, regulatory requirements, and ethical standards.
- Establishing and monitoring a framework to ensure that appropriate risk management systems are in place and are operating effectively.

To discharge its obligations and responsibilities, the Board describes the powers vested in and reserved by the Board. Outside of these reserved powers, the Chief Executive Officer has the authority to manage and oversee the day-to-day operations and activities of Urban Utilities.

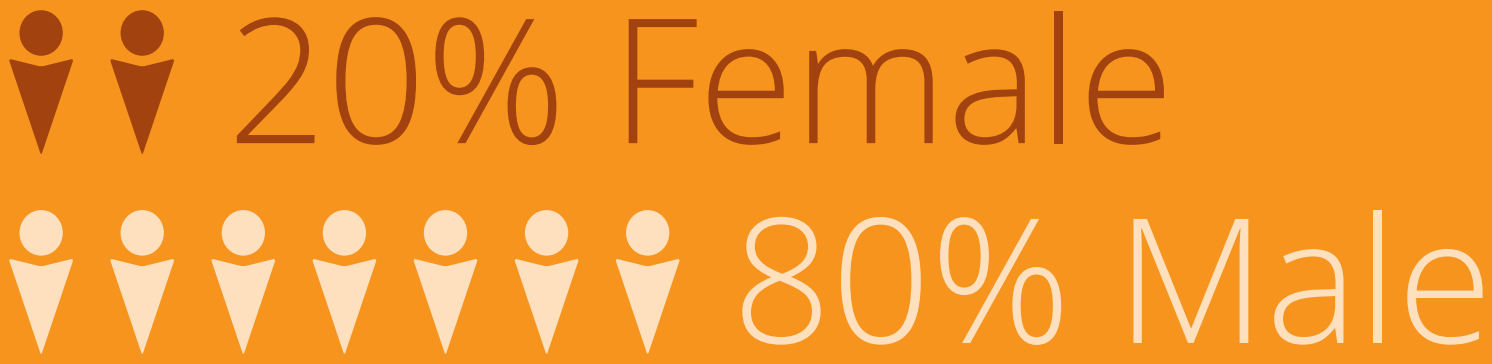
In accordance with the provisions set out in the *South-East Queensland Water (Distribution and Retail Restructuring) Act 2009*, the Chief Executive Officer can sub-delegate some of his or her powers to employees through an instrument of sub-delegation.

[Board member profiles](#) can be viewed on our website.

Board gender diversity



Executive gender diversity



CORPORATE GOVERNANCE

OUR APPROACH TO CORPORATE GOVERNANCE

OUR BOARD COMMITTEES

The Board has three sub-committees with sustainability-related corporate governance accountabilities. Each committee operates to a charter which sets out its roles and responsibilities, composition, structure, membership requirements, and the way it is to operate.

During FY23, each Board committee conducted a review of effectiveness, including a survey which was administered to members, executives, and other key stakeholders.



Audit, Finance and Risk Committee

The committee assists the Board in the effective discharge of its responsibilities for risk culture, including enterprise risk management, compliance management, capital management, regulation and pricing, financial management and reporting, the internal controls environment across Urban Utilities, and external audit. The committee met six times in FY23.

In accordance with its charter, the committee’s responsibilities include:

- Reviewing the enterprise risk appetite and risk tolerance.
- Reviewing and providing direction on strategic risks and extreme and high operational risks.
- Reviewing our annual insurance program and recommending to the Board the placement and/or renewal of insurance policies.
- Reviewing and providing recommendations on our financial sustainability and capital management strategy.
- Meeting with the external and internal auditors to discuss practices and issues surrounding financial governance.
- Overseeing and monitoring the adequacy, security and effectiveness of our internal control framework and environment.
- Reviewing and endorsing for approval by the Board external regulatory reporting obligations.
- Overseeing cybersecurity, information and technology security, and data privacy programs.



Experience and Safety Committee

The role of the committee is to provide oversight and recommendations to the Board to ensure that Urban Utilities has people who are safe, adaptable, capable, and committed to achieving Urban Utilities’ vision and who live its values, and that Urban Utilities’ customers experience, and satisfaction is favourable. The committee met five times in FY23.

As per its charter, the committee’s responsibilities include:

- Reviewing the development and implementation of, and monitoring the performance of Urban Utilities’ Health, Safety and Wellbeing Strategy and related initiatives.
- Ensuring the organisation has appropriate and effective health and safety systems, processes, and procedures in place.
- Promoting a culture of trust, accountability and learning by promoting open dialogue on health and safety issues.
- Reviewing the development and implementation of people strategies and policies to attract, retain and develop the people required by Urban Utilities to maintain and enhance its capabilities and capacity.
- Reviewing the development and implementation of customer policies and strategies to drive improvement to customer satisfaction levels and the Urban Utilities customer experience.
- Reviewing the development and implementation of community policies and strategies to drive community engagement and enhancement of the Urban Utilities community experience.



Strategic Asset Management Committee

The role of the Strategic Asset Management Committee is to oversee and provide advice on Urban Utilities’ strategies, policies, and systems for the management of assets to deliver services to customers and stakeholders. The committee met five times in FY23.

As per its charter, the committee’s responsibilities include:

- Reviewing the Service Strategy, infrastructure plans, operational performance strategies, asset management strategies and plans, significant procurement strategies and post-market business matters that are within the Board’s delegation.
- Overseeing the Environmental Leadership Strategy, including Urban Utilities’ strategies regarding climate variability, reduction of environmental and carbon footprints, and management of scarce water resources.
- Reviewing and endorsing the five-year Capital Investment Plan within the financial sustainability envelope.
- Reviewing and providing advice to the Board on potential growth and expansionary investments for Urban Utilities.
- Reviewing Urban Utilities’ compliance with relevant statutory and environmental responsibilities and customer service standards.

Committee membership and attendance is documented in our FY23 Annual Report.

CORPORATE GOVERNANCE

OUR APPROACH TO CORPORATE GOVERNANCE

EXECUTIVE LEADERSHIP TEAM AND ADVISORY GROUPS

Our Executive Leadership Team (ELT) comprises nine executive positions, including the Chief Executive Officer. It is responsible for the deployment of strategy as well as our day-to-day service delivery.

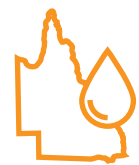
[ELT profiles](#) can be viewed on our website.

Urban Utilities has sub-Board level advisory groups assisting the Executive Leadership Team to fulfil its responsibilities, summarised right.



Strategic Engagement Framework Leadership Group

The purpose of this group is to support our Reshaping the Water Cycle goals through the delivery of the Strategic Engagement Framework (SEF) program, which supports the delivery of Integrated Catchment and Zone Plans (ICP and IZPs) and the Water Security program. This group drives cross-functional collaboration to operationalise the SEF and ensure integrated planning and implementation across shareholder, stakeholder, and community engagement.



Water Ventures Board

The Water Ventures Board ensures that new business opportunities are balanced appropriately with the considerations of the core operating business, and that investments are made in accordance with established risk and opportunity frameworks developed for new initiatives.



Executive Health, Safety and Wellbeing Group

The role of the Executive Health, Safety and Wellbeing Group is to provide direction and oversight to the application and performance of Urban Utilities’ Health, Safety and Wellbeing strategy, policies, practices, and management, which commit to protecting the health, safety and wellbeing of our people, contractors, customers, and the community.



Digital Investment Portfolio Board

The Digital Investment Portfolio Board is responsible for setting the digital strategic direction for Urban Utilities and ensuring alignment of investment to achieve strategic outcomes. It makes decisions regarding digital investment, whilst maintaining a prioritised and balanced portfolio to achieve optimal investment and support the delivery of Urban Utilities’ Corporate Strategy and Digital Strategy across the enterprise.



Executive Risk Committee

The purpose of the Executive Risk Management Committee is to identify, assess and manage risks that are material to the achievement of Urban Utilities’ business and corporate objectives. It also provides oversight across all business groups to ensure that risk management activities are embedded into business practices.



Executive Strategy Committee

The Executive Strategy Committee provides the Executive Leadership Team with a forum to design, challenge and continuously evolve key elements of Urban Utilities’ strategy, which is critical to the dynamic strategic planning framework of the organisation.



Investment Committee

The purpose of the Investment Committee is to review the five-year and 10-year Capital Investment Plan (CIP), review progress of delivery of the capital program, review Integrated Catchment and Zone Plans and Asset Management Plans, approve the entry of new major (> \$5 million) or significant projects into the CIP, review capital interventions and business cases for investment, and review project completion reports.



Procurement Advisory Group

The Procurement Advisory Group provides governance for procurement process and decisions, as well as the application of established procurement policy. The group reviews submissions and provides advice on high risk and/or high value procurement activities and forward plans at each stage of the procurement process. It also provides oversight of procurement governance and assurance programs and governance of decisions relating to Category Strategy and Plans.

CORPORATE GOVERNANCE

OUR APPROACH TO CORPORATE GOVERNANCE

CODE OF CONDUCT

All Urban Utilities team members are expected to display the highest ethical standards and conduct themselves in a way that is reflective of our organisational values, policies, and legal obligations.

Prepared in accordance with the *Public Sector Ethics Act 1994*, our *Code of Conduct* sets the minimum standard of behaviour expected in the workplace. It makes it clear that all team members are responsible and accountable for their own conduct and that they are expected to contribute to a constructive, productive, and safe workplace.

Our *Code of Conduct* was last revised in 2020.

RISK MANAGEMENT

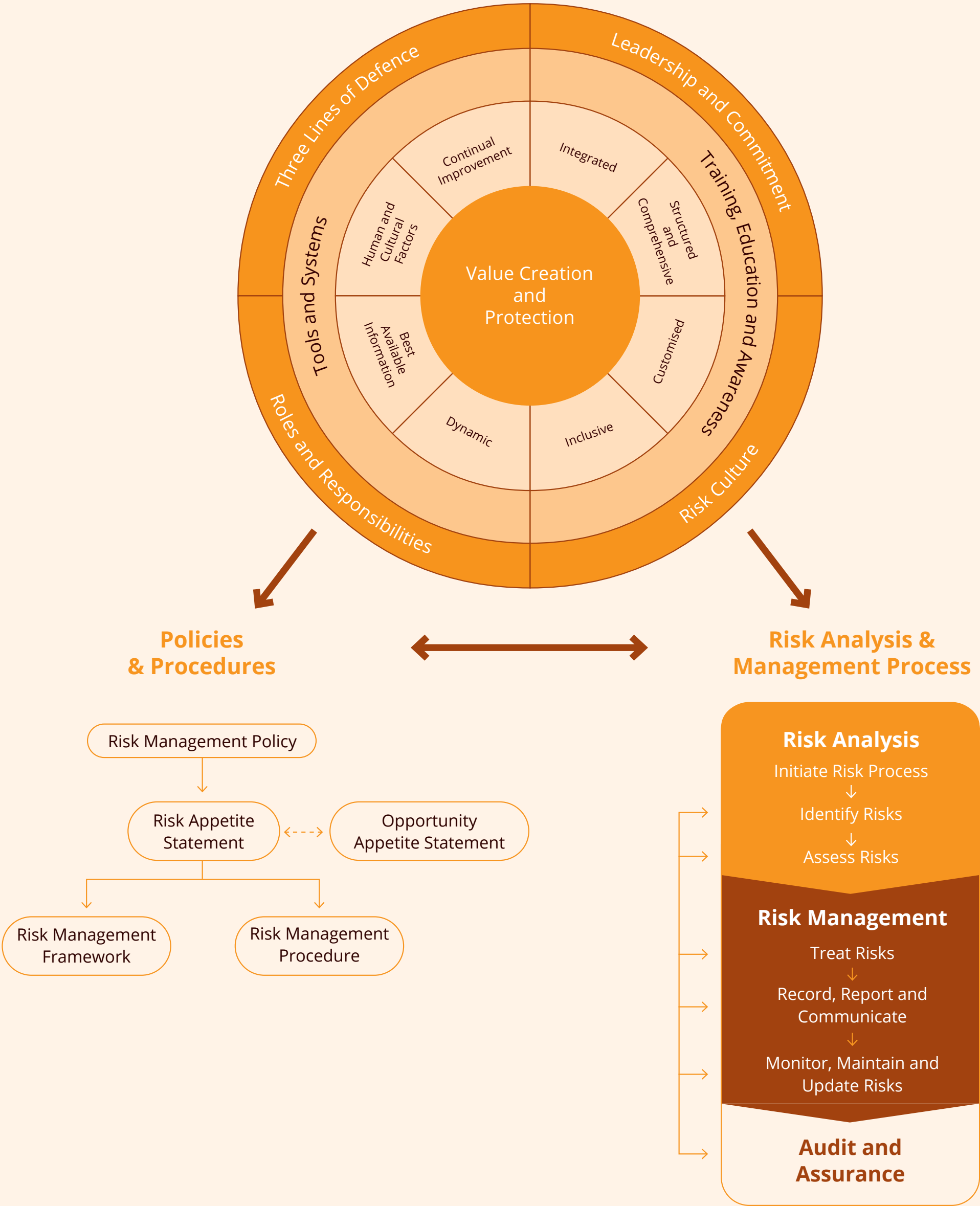
Our Enterprise Risk Management Framework has been developed and implemented in accordance with the ISO 31000:2018 Risk Management and supports risk-informed decision making.

Our Board-approved Risk Appetite Statement is a central component of our Enterprise Risk Management Framework. It articulates, from the Board’s perspective, how much risk is acceptable in pursuit of our strategic objectives. The Risk Appetite Statement guides management in making decisions that balance risk and opportunity and is a key driver in establishing an organisational culture that is risk aware. Risk is managed at enterprise, strategic and operational levels and aligned to our risk appetite and tolerance levels.

Strategic risks are those categorised with the potential to materially impact the achievement of our purpose and vision and are therefore considered in our strategic planning process.

The Enterprise Risk Management Framework, in conjunction with our Performance Management Framework, facilitates risk-based planning and decision making and improves organisational resilience. Supporting our Enterprise Risk Management Framework is our Corporate Compliance Management System, which was developed and implemented in accordance with ISO 37301:2021 Compliance Management Systems.

OUR RISK MANAGEMENT FRAMEWORK

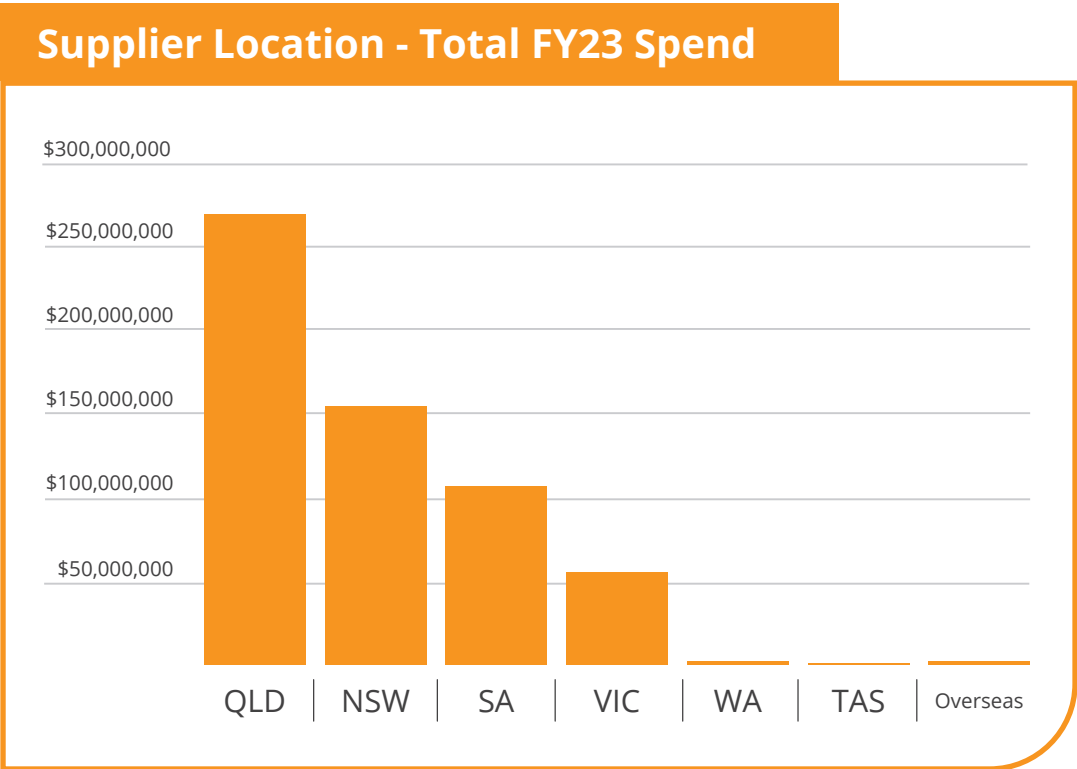


CORPORATE GOVERNANCE

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PROCUREMENT AND MODERN SLAVERY

Advancing our sustainability goals through responsible procurement



98% of employees in relevant roles have completed modern slavery training

0 modern-slavery-related whistle-blower alerts raised

Urban Utilities is committed to ensuring that our procurement practices are centred on advancing economic, environmental, and social objectives, while upholding high standards of probity, integrity, and accountability for outcomes.

We recognise that we can leverage our buying power to support social priorities as purchasers of a wide range of goods and services. By leveraging a portion of our spending to add social value, our communities benefit directly.

To realise this opportunity, our updated **ESG Procurement Strategy** is aligned with Urban Utilities’ Social and Economic Value strategic objective, and links to our Reconciliation Action Plan. The Social Procurement Strategy is supported by a Social Procurement Guidance document which provides direction to our officers on how social procurement objectives can be achieved when obtaining goods and services on behalf of Urban Utilities.

Approximately 99.8% of our \$570M FY23 supplier spend was with suppliers located in Australia. Of this spend, 45% (or \$262M) was with local suppliers within Urban Utilities’ service territory. Supporting our commitment to conduct business with ethically, environmentally, and socially responsible suppliers is our Supplier Code of Conduct (the Code). The Code clearly communicates our expectations of our suppliers and their supply chain when supplying goods and services to us. New and existing suppliers are required to commit to the standards

and expectations outlined in the Code in the areas of Compliance with Legislation, Corporate Governance and Ethics, Health and Safety, Environmental Expectations, Social Responsibility (including human rights and labour practices) and Supplier Diversity.

The United Nation’s 2022 Global Estimates of Modern Slavery suggests that as many as 49.6 million people are living in situations of modern slavery on any given day, with more than half of those subjected to forced labour living in the Asia-Pacific region. In support of global efforts to eliminate modern slavery and forced labour, and in accordance with the *Commonwealth’s Modern Slavery Act 2018*, we prepare an annual Modern Slavery Statement which describes our ongoing efforts and actions to eliminate modern slavery in our operations and supply chains. Urban Utilities recognises that there are modern slavery risks across the goods and services we purchase and is committed to continually monitoring our supply chains to identify and address risks. Because the diversity of the goods and services we procure presents multiple risks across a range of industry sectors, we have developed a systematic approach to managing risks throughout our procurement decision-making processes.

At Urban Utilities, employees whose roles require an understanding and awareness of modern slavery risks in our operations and supply chains are required to undertake modern slavery training. As of 30 June 2023, 98% of employees in relevant roles had completed their modern slavery training requirements.

FY23 Procurement Highlights

- Prepared our third Modern Slavery Statement, the delivery of which is supported by our Modern Slavery Working Group.
- Developed a Modern Slavery Response Protocol, which outlines the steps to report suspected instances of modern slavery exploitation.
- Collaborated with our industry peers through the WSAA Modern Slavery Community of Practice to pursue opportunities to realise a national, industry-wide approach to addressing modern slavery. This includes adopting a common platform that provides data transparency and drives efficiency in collecting, analysing, and reporting through technology and automation.
- Developed a Modern Slavery Toolkit to assist procurement practitioners, contract managers and decision makers in how to identify, mitigate and respond to modern slavery risks in our supply chains.
- Updated our Social Procurement Strategy to ensure alignment with Urban Utilities’ ESG strategy.
- Continued our membership with Supply Nation, which assists us in identifying First Nations suppliers with whom we can engage to supply goods/services, where there are opportunities to do so. As of 30 June 2023, we had engaged five First Nations suppliers and increased our year-on-year spend by 85.6%.

CORPORATE GOVERNANCE

OUR APPROACH TO CORPORATE GOVERNANCE

STAKEHOLDER ENGAGEMENT

As a water and wastewater service provider, our services directly and indirectly impact a wide range of stakeholders. Simultaneously, external decisions such as legislative changes and local planning decisions can impact our services and the way we work. We therefore engage with our stakeholders through a range of forums to prioritise the issues that are material to our business and address our stakeholders’ needs.

STAKEHOLDERS	Customers and Communities	Shareholders	Department of Regional Development, Manufacturing and Water + other QLD government regulators	Seqwater	Developers	Partners	Suppliers and Contractors
KEY INTEREST AREAS	<ul style="list-style-type: none">• Water and wastewater prices• Public health• Customer service• Environmental impact• Billing• Financial hardship• Community relations• Corporate and charitable support• Capital works and infrastructure maintenance	<ul style="list-style-type: none">• Strategic direction• Business performance• Economic development• Research and development• Service and infrastructure delivery• Financial performance	<ul style="list-style-type: none">• Legislative compliance• Public health• Environmental management• Financial management• Sustainable policy and legislation• Economic development	<ul style="list-style-type: none">• Water security & water quality• Bulk water supply	<ul style="list-style-type: none">• Customer service• Research and development• Infrastructure delivery• Economic development• Technical standards & planning policy	<ul style="list-style-type: none">• Collaborative opportunities• Research and development• Sponsorship• Knowledge sharing	<ul style="list-style-type: none">• Fairness, equity and transparency in awarding work• Forward visibility of work• On-time payment of invoices• Fairness in dealing with unforeseen circumstances• Compliance with contracts• Modern slavery
HOW WE ENGAGED	<ul style="list-style-type: none">• Contact Centre• Printed collateral• Website• Traditional and social media• Events• Focus groups• Customer and Community Reference Group	<ul style="list-style-type: none">• Proactive and reactive shareholder relations• Performance reports• Regional tours• Chair communication (monthly)• Special General Meeting (annual)• Water Netserv Plan	<ul style="list-style-type: none">• Executive meetings• Relationship management• Advocacy groups• Steering and working committees	<ul style="list-style-type: none">• Operational meetings• Regional planning	<ul style="list-style-type: none">• Relationship management• Industry forums• Dedicated website portal	<ul style="list-style-type: none">• Forums and events• Site and facility tours• Working group membership• Workshops and meetings• Research partnerships	<ul style="list-style-type: none">• Contract management meetings• Site visits and audits• Variation management• Tenders and expressions of interest

