



One strategy to deliver our vision

Our strategy 2025–2035





Acknowledgement of Country

Sydney Water respectfully acknowledges the Traditional Custodians of the land and waters on which we work, live and learn. We pay respect to Elders past and present.



Introduction

Our vision of creating a better life with world-class water services and our strategy deliver on the priorities that are most important to customers, while addressing complex challenges.

Over the last two years we have built on our customer engagement by actively engaging with customers to develop outcomes aligned with their preferences and priorities. In July 2022 we started a customer engagement program called Our Water, Our Voice, the largest in Sydney Water's history, with over 13,000 customers participating over 21 months and 6 phases of engagement.

The central message from our research is clear: customers are community-oriented, cost-conscious and future-focused. Our customers are satisfied with our service and expect us to continue delivering safe, clean, reliable water services now and for future generations. They want us to protect the environment and safeguard our waterways, and they demand efficient operations and innovative solutions to minimise leaks and enhance water recycling. And they want us to do this at an affordable price.

As we look to the future, the context in which we must plan and deliver our services has become far more complex. We face challenges to secure Sydney's water future including growing cities, climate change, emerging technology and unpredictable events. We need to invest to deliver services sustainably, equitably and efficiently to current and future customers.

Our updated Strategy responds to our customer engagement and long-term planning and now includes three customer outcomes to define what Sydney Water aims to achieve for our customers:

- Customer experience
- Water quality and reliability
- Environmental protection

We will hold ourselves accountable for performance for these outcomes via annual reporting to customers.

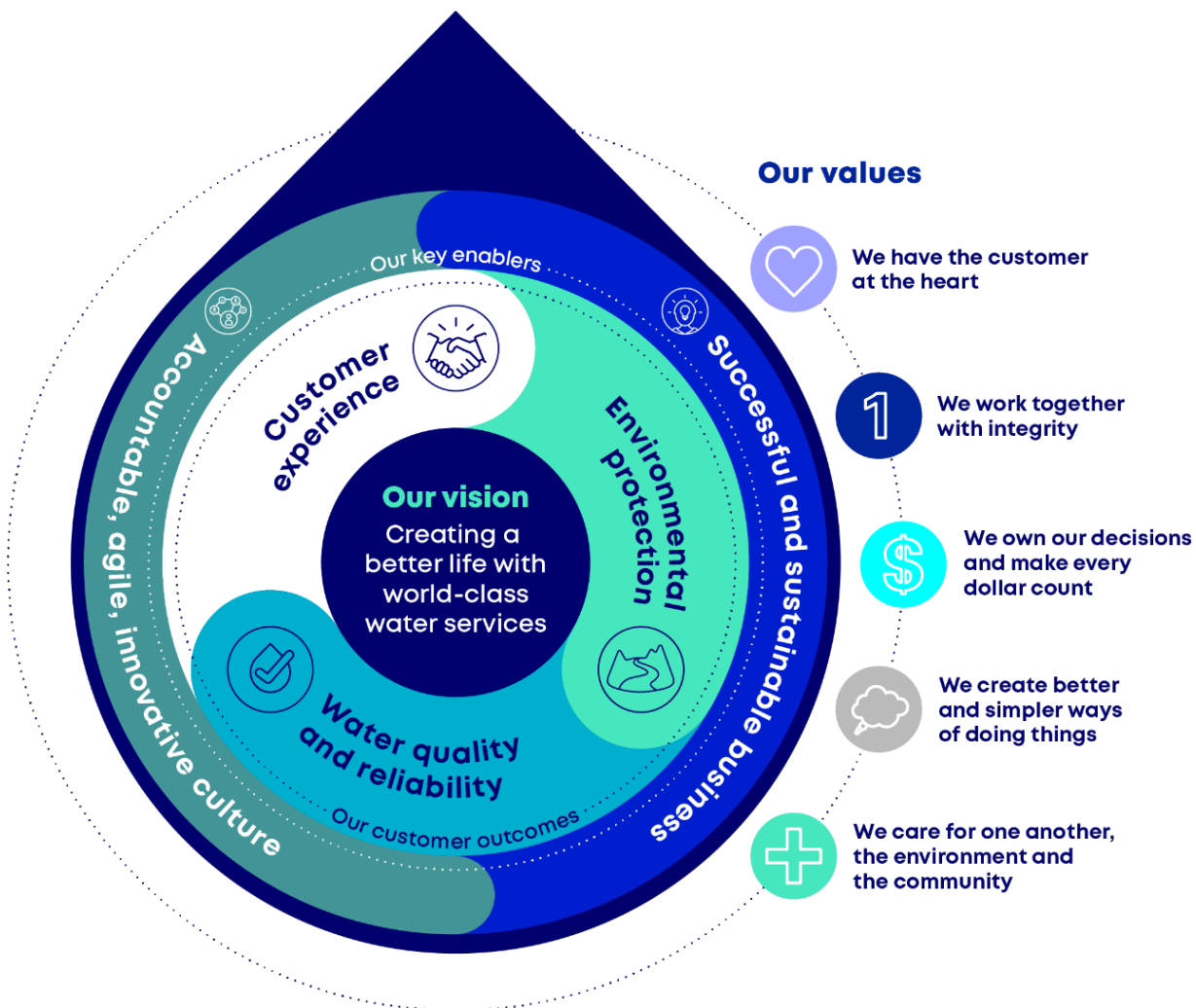
Additionally, we are focused on two organisational enablers to detail how we will work to accomplish the customer outcomes:

- Accountable, agile, innovative culture
- Successful and sustainable business

We're aligning our business to be future ready and achieve our strategy by the planning and investments we make. Our investments aim to maintain and improve our services into the future reflecting what matters most to our customers, our stakeholders and the communities we serve. These investments are supported by our Long Term Capital and Operational Plan and align with our regulatory framework, Government's expectations and the priorities set out in the Greater Sydney Water Strategy. This approach underscores our commitment to keeping customers at the heart of everything we do.



Our strategy architecture



Our customer outcomes



Customer experience

- Deliver a great customer experience:
- Fair and affordable bills
 - Positive customer experience
 - Informed and empowered customers
 - Safe swimming and recreation



Water quality and reliability

- Provide safe, clean, reliable drinking water every day:
- Safe and clean water
 - Secure water supply
 - Saving water together
 - Reliable water



Environmental protection

- Ensure we protect our waterways and environment now and for the future:
- Prevent pollution
 - Recover resources
 - Cool, green and natural places
 - Net zero carbon emissions
 - Climate resilient systems

Our key enablers



Accountable, agile, innovative culture

- Enable our customer outcomes through an accountable, agile, innovative culture:
- Embrace ownership and accountability
 - Foster agility and adaptability
 - Inspire and drive innovation



Successful and sustainable business

- Enable our customer outcomes by being a successful and sustainable business:
- Efficient & financially sustainable business
 - Community trusts and values us
 - Value-driven digitalisation



Customer experience

Deliver a great customer experience

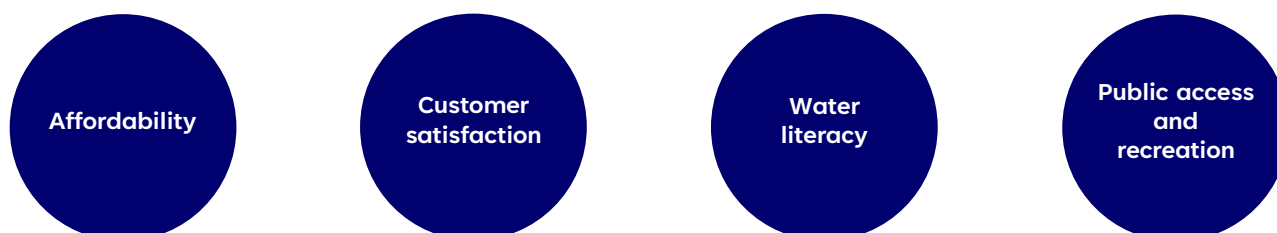
What we heard from customers

Through the Our Water, Our Voice engagement program, customers told us their second priority is to keep bills as fair and affordable as possible, while maintaining the quality and reliability of our water and wastewater services. They want us to maintain good levels of customer service and expressed a desire for more proactive communication to help them stay informed. They also value community amenity in and around waterways and want us to enhance waterways for safe recreational activities.

Success looks like

- **Fair and affordable bills** - We provide value for money, keep bills affordable and support those in need.
- **Positive customer experience** - We are inclusive and helpful, treating all our customers fairly and with respect.
- **Informed and empowered customers** - We keep customers informed and include communities in the decision-making process.
- **Safe swimming and recreation** - We support improved community access to lands and waters for safe recreation and swimming.

How we will measure we're on track (refer to table for descriptions)



What we will do by 2035

- Promote and provide payment support options, scaled up as needed to support those in need.
- Keep water bills among the most affordable of Australian capital cities while minimising the impact of necessary investments for safe and reliable services.
- Simplify bills to make them easier to understand.
- Maintain high standards of customer service.
- Transform developer application and contribution payment processes, including providing self-service options.
- Improve field mobility to save time and money and improve the customer experience.
- Keep over 5 million customers informed about outages and empowered to manage their water use and bills through digital channels.
- Continue to inform and engage with customers and stakeholders.
- Educate the community on the value of water through media campaigns, education programs and tours of our Purified Recycled Water Discovery Centre.
- Renew stormwater assets to protect public safety and properties and manage flood risk.
- Improve community recreation at sites across Greater Sydney with collaboration and real-time swimming condition updates.

Our contribution to the United Nations Sustainable Development Goals





Water quality and reliability

Provide safe, clean, reliable drinking water every day

What we heard from customers

Through the Our Water, Our Voice engagement program, our customers' top priority is to have safe and clean drinking water. Customers also want to see improved drought resilience, a reduction in water loss, support to save water, and they want to continue to have reliable water services.

Success looks like

- **Safe and clean water** - Our water is kept safe and clean to drink.
- **Secure water supply** - We build water supply resilience to climate and growth.
- **Saving water together** - Our water is used more efficiently, and we support the community to save water.
- **Reliable water** - Our water services are reliable every day.

How we will measure we're on track (refer to table for descriptions)



What we will do by 2035

- Upgrade our water filtration plants and invest in our water network to ensure safe, clean drinking water to all customers in all weather conditions.
- Adapt to changes to Australian Drinking Water Guidelines to continue to protect public health.
- Plan and deliver services and ensure we have sufficient water supply to meet the growing population and cities demand for water.
- Increase the volume of rainfall independent supply, enhancing water security and reducing the risk of severe water restrictions.
- Implement the enhanced water conservation plan, providing more support to help customers save water and assisting community and business organisations to improve water efficiency and drought resilience.
- Enhance our water network leakage management by renewing and maintaining our water assets, leveraging data and technology and improving processes.
- Renew and maintain our water assets to maintain reliable supply and avoid customers facing lengthy unplanned interruptions.
- Deliver prompt maintenance and repairs of our water assets and enable customers to be prepared to minimise impact of disruptions.

Our contribution to the United Nations Sustainable Development Goals





Environmental protection

Ensure we protect our waterways and environment now and for the future

What we heard from customers

Through the Our Water, Our Voice engagement program, customers have made it clear they expect us to improve waterway health, reduce pollution, and enhance environmental performance. Customers expect us to hold ourselves to a high standard of environmental performance in providing wastewater, recycled water and stormwater services. Customers said they want healthy waterways and habitats, better use of wastewater and stormwater, more use of recycled water for cool, green, public places, net zero carbon emissions and better climate resilience in our systems.

Success looks like

- **Prevent pollution** - We prevent pollution of waterways and the environment by improving our wastewater and stormwater systems. We support our community to control pollution at source.
- **Recover resources** - We maximise recycling and reuse of water, energy and materials. We minimise and manage our waste.
- **Cool, green and natural places** - We contribute to community wellbeing through recycled water to green and cool public spaces. We conserve and restore waterways and natural habitats.
- **Net zero carbon emissions** - We achieve net zero carbon emissions in our operations from 2030 in response to the increasing impact and risk of the changing climate.
- **Climate resilient systems** - Our water services and infrastructure (drinking water, wastewater, recycled water and stormwater) can cope with climate change.

How we will measure we're on track (refer to table for descriptions)

Quality of treated wastewater

Pollution and environmental harm incidents

Volume of recycled water available

Natural area and green infrastructure actively managed

Net carbon emissions

Climate risk maturity health check

What we will do by 2035

- Upgrade our water resource recovery facilities to ensure we meet our discharge licence requirements, protecting waterway health.
- Minimise the risk of significant environmental harm incidents, such as overflows into waterways, by improving how we operate and maintain our assets, as well as undertaking targeted renewal of old and high-risk wastewater pipes and by using new digital tools.
- Extend the capacity of our wastewater and stormwater infrastructure to support population growth while protecting the environment.
- Increase the amount of recycled water available for supply from treated wastewater and harvested stormwater through viable schemes.
- Deliver projects to improve the recovery and reuse of waste materials we generate
- Deliver a regional integrated recycled water and stormwater harvesting scheme to new customers in Western Sydney, protecting local waterways.
- Actively manage more of our land to conserve waterways and habitats, incorporating caring for country practices and collaborating with the community and First Nations people.
- Implement waterway health improvement program and where suitable, naturalise waterways when we renew stormwater channels.
- Achieve net zero carbon in our operations by 2030 through energy efficiency, renewable energy generation, and securing offsets.
- Advance our business climate risk management maturity and invest prudently to ensure water services and infrastructure can cope with climate change.

Our contribution to the United Nations Sustainable Development Goals





Accountable, agile, innovative culture

Enable our customer outcomes through an accountable, agile, innovative culture

How we enable our customer outcomes

Our people are the single most important ingredient in our vision for the potential future for Sydney Water, designing how we will build and deliver our aspirations, and delivering services to the communities we support. Our regulatory framework and Government's expectations set how we ensure our workforce can deliver services safely and to community expectations, and how we invest in research and innovation to enable more resilient and better services.

Success looks like

- **Embrace ownership and accountability** - We take end to end ownership for outcomes in a safe work environment, while focusing on the vital few priorities.
- **Foster agility and adaptability** - We have flexible mindsets and a high tolerance for ambiguity, working iteratively to produce outcomes.
- **Inspire and drive innovation** - We create better lives for customers, communities and each other, generating value from ideation to implementation.

How we will measure we're on track (refer to table for descriptions)

Safety
(TRIFR)

Employee
Experience

Diversity
and Equity

Research &
Innovation

What we will do by 2035

- Develop leaders who create clarity, build connections, and lead change effectively.
- Foster a culture that prioritises customer and enterprise needs, building trust through action
- Strengthen contractor safety by partnering with industry leaders to improve construction safety practices.
- Create a positive employee experience that drives excellent customer service.
- Upgrade digital infrastructure to improve people management experience and process and enterprise service management.
- Promote diversity, equity, inclusion, and belonging by welcoming all backgrounds and celebrating differences.
- Use our Human Capital Management system to track key metrics, benchmark against other utilities, and enhance data insights.
- Build capabilities to meet the business's strategic goals and service needs.
- Evolve our business architecture to adapt to changing demands.
- Invest in research and innovation to advance water management efficiency and sustainability and meet customer priorities.

Our contribution to the United Nations Sustainable Development Goals





Successful and sustainable business

Enable our customer outcomes by being a successful and sustainable business

How we enable our customer outcomes

Through the Our Water, Our Voice engagement program, customers have prioritised keeping bills as fair and affordable as possible, while maintaining the quality and reliability of our water and wastewater services and great standards of customer service. Maturing into a successful and sustainable business will enable us to deliver on the outcomes our customers want, aligning with our regulatory framework, Government's expectations and the requirements in our Operating Licence.

Success looks like

- **Efficient & financially sustainable business** - We enhance operational efficiency, optimise resource allocation, and ensure financial resilience, with a focus on long-term sustainability and effectiveness.
- **Community trusts and values us** - We build trust by fulfilling our commitments, caring for Country, fostering strategic partnerships, prioritising sustainability and embracing social responsibility.
- **Value-driven digitalisation** - We leverage digitalisation to optimise processes, empower our people, and deliver exceptional value and service to our customers.

How we will measure we're on track (refer to table for descriptions)



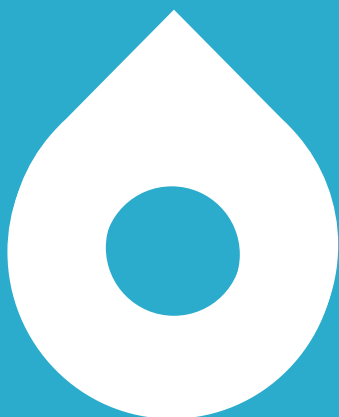
What we will do by 2035

- Budget responsibly and manage finances prudently through delivering robust financial services including procurement.
- Deliver service excellence roadmap to keep our operations efficient and streamline internal processes to minimise resource costs.
- Optimise property and fleet management.
- Uplift organisational and supply chain capabilities to support delivery of increased future investment program.
- Implement our innovate Reconciliation Action Plan.
- Provide sustainable and socially responsible services and infrastructure, actively involve the community in decision-making and communicate transparently.
- Foster positive stakeholder reputation and relationships through responsible water management.
- Invest in cost-effective digital technologies essential for running the business.
- Prioritise cybersecurity while improving experiences for customers, employees and asset management.
- Introduce new digital channels for seamless, anytime connectivity.
- Use data and digital tools to optimise our decision-making.

Our contribution to the United Nations Sustainable Development Goals



Outcome	Objectives	Performance Measure Descriptions
Customer Experience	Fair and affordable bills	Affordability: Average residential customer bill as a percentage of average disposable income for the Greater Sydney Region.
	Positive customer experience	Customer satisfaction: Measured position compared to the top-quartile of benchmarked peers in the quarterly Brand Tracker Customer Survey (an external survey), based on a customer rating for overall service satisfaction of 8 or more out of 10.
	Informed and empowered customers	Water literacy: Literacy score (out of 10) from the quarterly Water Literacy Tracker (an external survey) testing customers' understanding of water, where it comes from, how it's managed, and where it goes.
	Safe swimming and recreation	Public access and recreation: Annual increase in number of sites with improved community access for recreation (including swimming) This includes sites managed by Sydney Water for temporary or long-term access and sites managed by local councils or other agencies.
Water quality and reliability	Safe and clean water	Drinking water quality: Percentage of systems where drinking water meets health guidelines.
	Secure water supply	Available water supply: Proportion of drinking water demand that can be met by rainfall independent supply.
	Saving water together	Drinking water use (residential): Residential drinking water use per person per day (in LPD, litres per person per day). System leakage: Percentage of drinking water supplied lost as leakage.
	Reliable water	Water continuity: Percentage of customers affected by an unplanned water interruption for more than five hours.
Environmental protection	Prevent pollution	Quality of treated wastewater (concentration – core pollutants): Percent of water resource recovery facilities where quality of wastewater discharged complies with annual concentration limits of core pollutants that treatment plants are designed to treat. Pollution and environmental harm incidents: Number of pollution incidents or other incidents that cause, or could cause, environmental harm, mainly as a result of wastewater treatment and network incidents. This also includes other incidents such as water discharge, vegetation or heritage impacts.
	Recover resources	Volume of recycled water available: Volume of our recycled water that is available for supply, including treated wastewater and harvested stormwater (gigalitre (GL) per year).
	Cool, green and natural places	Natural area and green infrastructure land: Percentage of Sydney Water land area with natural values and green infrastructure that is actively managed.
	Net zero carbon emissions	Net carbon emissions: Volume of Scope 1 and 2 carbon emissions (CO ₂ -e tonnes per year where CO ₂ -e refers to 'carbon dioxide equivalent').
	Climate resilient systems	Climate risk maturity health check: Enterprise-scale level of climate risk management maturity rated through the NSW Climate Risk Maturity Health Check Tool.
Accountable, agile, innovative culture	Embrace ownership and accountability	Safety: Total Recordable Injury Frequency Rate (TRIFR) – employee and contractor.
	Foster agility and adaptability	Employee Experience: A new aggregate measure that shows the level that Sydney Water's workforce are engaged and have positive work experiences.
	Inspire and drive innovation	Diversity and Equity: Tracks a range of demographic indicators of diversity and equity against a target.
		Research & Innovation: Percentage of investment in research and innovation reported in Annual Report proportional to total revenue.
Successful and sustainable business	Efficient & financially sustainable business	Sustainable investment efficiency: Return on Invested Capital (ROIC) reflects the efficiency of capital utilisation. Earnings Before Interest, Taxes, Depreciation and Amortisation (EBITDA): Earnings (Australian dollars (AUD) millions) before interest, tax, depreciation, amortisation and before asset charges (write offs and impairment expense).
	Community trusts and values us	Delivering infrastructure when its required: Percentage score of Overall Measure of Delivery.
	Value-driven digitalisation	Digitalisation: Index score that tracks, measures, and assesses the progressive strategic impact of the Digitalisation Roadmap in support of our transformation into an 'Intelligent Water Utility'.



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