Sydney WATER

Job Profile

Commercial Director

Group: Finance & Commercial

Job Summary

To be completed by People and Culture team			
Job Family	Finance & Accounting	**Career Stage**	H
Job Function	Commercial Management	**Career Stream**	Leadership
Coverage EA = Enterprise Agreement ICE = Individual Contract of Employment	ICE	**Last Modified Date**	26/10/2026
To be completed by Manager ~ (Team Size relates to People Leadership)			
Work Environment	Hybrid	**Team Size**	3-7
People Leader	Yes	**Indirect Team Size**	10-30

Who we are.

At Sydney Water, we exist for our customers. We're more than 3,500 people working together, striving to do more and be better—better for the environment, our customers, our people, and our water. Our people are passionate about working together, and driving agility, accountability, innovation, sustainability, and exceptional customer experiences.

Sydney Water is the main provider of water, wastewater, recycled water, and stormwater services in Greater Sydney. Our employees are dedicated to our customers, ensuring services are reliable and affordable, we are proactive and easy to engage with, forward-thinking, and environmentally focused.

Working with us means helping to provide essential services, safeguarding Sydney's future with a sustainable water supply, and protecting our iconic waterways. Our strategy guides our journey to enhance customer outcomes and continue delivering robust services to our city into the future.

Job Purpose

The Commercial Director provides enterprise-wide leadership for commercial management, procurement, sourcing, contract management and supplier relationship management activities to enable the significant Capital and Maintenance programs across Sydney Water. The role is responsible for developing and implementing commercial strategies, governance frameworks and market-facing initiatives that optimise value, manage risk and support delivery of Sydney Water's strategic objectives. The position leads the commercial function in partnering with the business to deliver major infrastructure, operational and corporate initiatives through effective procurement, commercial advisory and contract management practices. The role fosters strategic supplier relationships, drives commercial performance, strengthens

organisational commercial capability and ensures commercial decisions support long-term value creation, sustainability, resilience and customer outcomes.

Accountabilities

Job Specific	**Commercial Strategy and Leadership** • Develop and lead the enterprise commercial strategy, ensuring alignment with Sydney Water's strategic objectives and operational priorities. • Provide commercial leadership and expert advice to Executive Leadership Team members and senior stakeholders on significant commercial opportunities, risks and decisions. • Partner with business leaders to shape commercial approaches that support successful delivery of organisational programs and initiatives. • Identify emerging market trends, industry developments and commercial opportunities that influence organisational strategy and performance. • Promote a high-performance, customer-focused commercial culture across the organisation. **Procurement and Strategic Sourcing** • Lead the development and implementation of enterprise procurement and sourcing strategies that optimise commercial outcomes and support business requirements. • Oversee complex, high-value and strategically significant procurement activities. • Ensure procurement practices deliver value for money, transparency, probity and compliance with legislative and organisational requirements. • Provide market intelligence and supplier insights to support informed decision-making and sourcing activities. • Drive strategic sourcing initiatives that improve commercial outcomes, supplier performance and organisational value. **Contract Management and Commercial Governance** • Establish and maintain enterprise contract management frameworks, policies, procedures and governance mechanisms. • Ensure effective oversight of major contracts and commercial arrangements throughout their lifecycle. • Monitor commercial performance and contractual obligations to maximise value and minimise risk. • Ensure commercial activities comply with governance, risk, legal and regulatory requirements. • Lead the resolution of significant commercial disputes, claims and contract issues. **Commercial Negotiation and Transaction Management** • Lead major commercial negotiations, transactions, partnerships and complex contractual arrangements. • Develop negotiation strategies that deliver sustainable value while protecting organisational interests. • Provide expert advice and support on high-risk and high-value commercial matters. • Ensure commercial arrangements appropriately allocate risk, reward and performance obligations. • Support business units in managing complex commercial issues including disputes and achieving successful outcomes.

Supplier Relationship Management and Supply Chain Leadership

- Develop and implement supplier relationship management strategies and frameworks.
- Establish and maintain executive-level relationships with strategic suppliers and partners.
- Drive supplier performance, innovation and continuous improvement initiatives.
- Promote collaborative supplier partnerships that deliver service, value and innovation outcomes.
- Identify and mitigate supply chain risks while improving supply resilience and capability.
- Lead supplier development programs that strengthen market capability and long-term value creation.

Risk, Compliance and Assurance

- Provide leadership in identifying, assessing and managing commercial and procurement-related risks.
- Ensure appropriate controls and assurance mechanisms are implemented across commercial activities.
- Monitor legislative, regulatory and policy changes that may impact commercial operations.
- Maintain strong governance practices that support ethical, transparent and accountable decision-making.
- Support organisational resilience through effective commercial risk management and contingency planning.

Financial and Commercial Performance

- Monitor and report on commercial performance outcomes, benefits realisation and value delivery.
- Establish performance measures, reporting frameworks and analytics to support informed decision-making.
- Contribute to organisational planning, budgeting and investment decision processes.
- Identify opportunities to improve efficiency, reduce costs and increase commercial value.
- Drive continuous improvement of commercial systems, tools and reporting capabilities.

Leadership and People Management

- Lead and develop a high-performing team of commercial, procurement and contract management professionals.
- Foster an inclusive workplace culture that supports safety, wellbeing, diversity and continuous learning.
- Build commercial capability across the organisation through coaching, mentoring and knowledge sharing.
- Establish clear performance expectations and accountability measures.
- Champion continuous improvement and innovation within the Commercial function.

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Role Requirements

Education / Qualifications

Required	• Tertiary qualification in Commerce, Business, Law, Finance, Economics or a related discipline.
Desired	• Postgraduate qualification in Business, Commerce, Finance, Law or related field. • Professional accreditation in procurement, commercial management or contract management.

Certifications / Licences

Required	
Desired	• Certified Procurement and Supply Professional (RICS, MCIPS or equivalent). • Contract and Commercial Management certification (WorldCC or equivalent). • Project Management qualification (PRINCE2, PMI or equivalent). • Governance, Risk or Compliance-related certification.

Experience

Required	• Extensive senior-level experience leading commercial management, procurement, sourcing and contract management in a large, complex infrastructure delivery organisation. • Demonstrated success developing and executing commercial and procurement strategies that deliver measurable organisational value. • Significant experience managing major commercial programs, strategic supplier relationships and complex contracting environments. • Proven experience leading high-value commercial negotiations and dispute resolution activities. • Experience establishing and implementing governance, risk and assurance frameworks. • Strong experience influencing executive stakeholders and leading across organisational boundaries. • Demonstrated success building and leading high-performing multidisciplinary teams.
Desired	• Experience within utilities, infrastructure, government, regulated industries or asset-intensive environments. • Experience supporting major capital investment or infrastructure delivery programs. • Experience working within alliance, partnership or collaborative contracting models.

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Capabilities and Skills

The capability and skill requirements for this role are identified in the skills profile listed below. This is comprised of Enterprise Capabilities, that are essential for all roles and functional skills, which are specific to each role.

Enterprise Capabilities (F-H)	
Capability	**Descriptor**
Accountability	Sets direction and motivates others to hold themselves accountable for achieving goals. Leads by example, collaborates, and sets a high standard for accountability and commitment.
Agility	Creates team culture to encourage agile ways of thinking and working. Role models flexibility and adaptability in teams/business areas.
Innovation	Improves or adapts existing methods and processes to achieve greater value. Manages risks, is open to and shares lessons learnt with others.

Functional Skills

Skill	Priority	Essential or Desirable	Proficiency level
Contract Management	1	Essential	Mastery
Negotiation	2	Essential	Mastery
Project Management	3	Essential	Advanced
Contract Law	4	Essential	Advanced
Influencing Skills	5	Essential	Advanced
Ethical Standards And Conduct	6	Essential	Advanced
Risk Management	7	Essential	Advanced
Stakeholder Management	8	Essential	Advanced
Resource Planning	9	Desirable	Advanced
Project Controls	10	Desirable	Advanced

Proficiency Level Descriptors

Developing - Building practical experience, needs continued coaching.

Intermediate - Independent execution, minimal guidance**.**

Advanced - Fully independent execution, coaches' others.

Mastery - Strategic, sought as expert internally and externally.

Additional notes

Sydney Water takes the safe provision of its services to the public and the protection of its information assets extremely seriously. As a Sydney Water employee, you are required to understand your obligations under the Acceptable Use of Information Technology Policy and how Sydney Water's Information Technology is to be used. You must also help keep your workplace secure by ensuring you do not enable non-authorised people access to sites, maintain the integrity of locked entries and exits, and where appropriate, alarms being engaged.

Sydney Water requires all users to embrace and adhere to all enterprise and protective security policies, awareness programs and frameworks for Sydney Water assets.