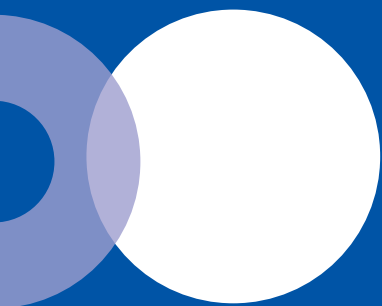


One Strategy to deliver Our Vision

An overview of Our Sydney Water
Strategy 2020—2030



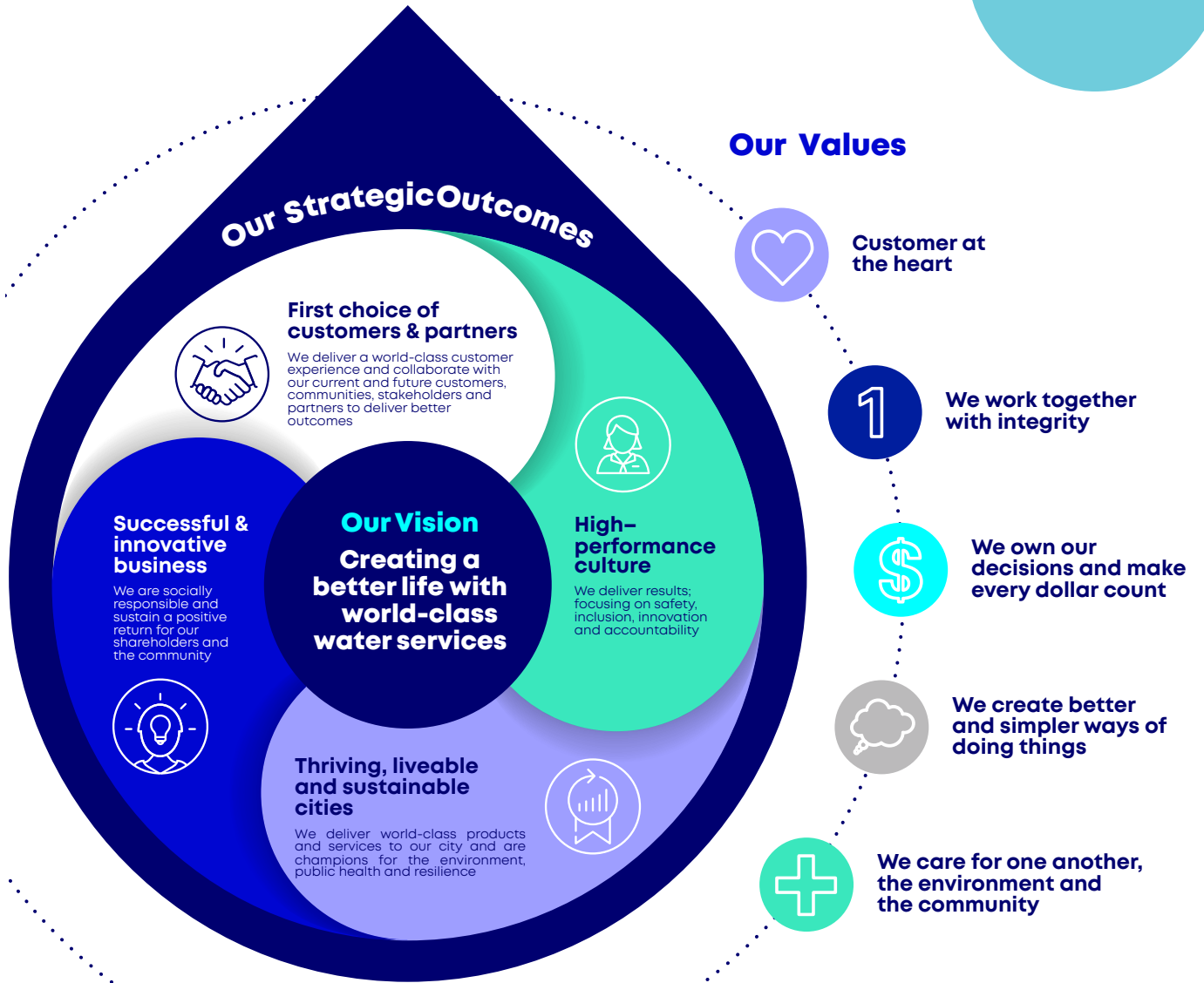
Sydney
WATER

Acknowledgement of Country

Sydney Water respectfully acknowledges Aboriginal people as the traditional custodians of Sydney, Illawarra and the Blue Mountains where we work, live and learn.

Their lore, traditions and customs nurtured and continue to nurture the waters (bulingang or saltwater and muulii ngadyuung or sweetwater) in our operating area, creating well-being for all. We pay our deepest respect to Elders, past, present and emerging. We acknowledge their deep connections to land and waters. In the spirit of reconciliation, we remain committed to working in partnership with local Traditional Owners to ensure their ongoing contribution to the future of the water management landscape, learning from traditional and contemporary approaches, while maintaining and respecting their cultural and spiritual connections.

Our Strategy architecture



Our focus areas:

- Creating a world-class customer experience**
- Asset lifecycle optimisation**
- Robust risk, commercial & financial discipline**
- Stakeholder & community engagement**
- Safety, culture and leadership**
- Keeping it simple**
- Insight led decision making**
- Embracing a circular economy**
- Digitalisation – people, assets & customers**
- Future ready workforce**
- New products, services & markets**



First choice of customers & partners

We deliver a world-class customer experience and collaborate with our current and future customers, communities, stakeholders and partners to deliver better outcomes

Success at Sydney Water looks like:

- Our customers and partners come to us as their first choice – their experience is world-class
- We create a shared ambition through insightful customer, partner and stakeholder engagement
- Our customers, partners and stakeholders have access to accurate and timely information aligned to a digitalised Smart Sydney

How we will measure we're on track:



Where we will start:

- Our customers interact with us easily and seamlessly through the channel of their choice and have adequate information to make we informed choices
- We provide products and services for each customer segment, through a range of delivery models, that exceed traditional offerings
- We provide products and services, through a range of delivery models, that exceed our traditional offerings
- Proactive and meaningful customer and stakeholder engagement is embedded in our business-as-usual practices
- Customer, partner and stakeholder insights inform our decision-making
- We identify customer and partner needs per segment and provide innovative solutions for new markets
- We are the preferred partner for new water and wastewater infrastructure (Western Sydney)

Our contribution to the United Nations Sustainable Development Goals:





High-performance culture

We deliver results; focusing on safety, inclusion, innovation and accountability

Success at Sydney Water looks like:

- We are informally and formally recognised as an employer of choice and a sought-after partner
- Our workforce culture and capability creates business development opportunities
- Our early career program and partnerships are the recognised supply chain of industry talent
- We are a recognised leader in health, safety and well-being globally

How we will measure we're on track:



Where we will start:

- Our people understand individual and team accountabilities and collaborate to deliver our vision
- Our people enjoy a positive, ethical, inclusive and contemporary experience and are empowered to innovate, learn and deliver
- We have a workforce plan to deliver the right people with the right qualities and capabilities at the right time
- Strong health, safety and well-being performance underpins our strong business performance

Our contribution to the United Nations Sustainable Development Goals:





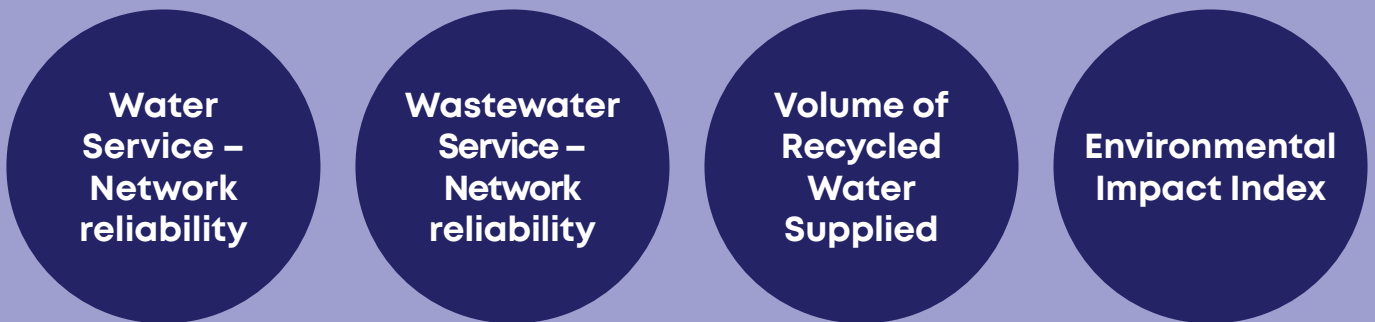
Thriving, liveable and sustainable cities

We deliver world-class products and services to our city and are champions for the environment, public health and resilience

Success at Sydney Water looks like:

- Our water and waterways are world-class and support thriving, liveable and sustainable city
- Our environmental performance is world-class
- We are a resource recovery business with an increasing portfolio of circular economy products and services
- We have made substantial progress towards zero impact on the environment (focus on water, waste and carbon)
- Our cities' waterways are clean, healthy and safe for swimming and recreation
- Our system is resilient to shocks and disruptions (eg. we have achieved advanced system reliability and performance)

How we will measure we're on track:



Where we will start:

- We deliver on our obligations and consistently provide safe, affordable, reliable and high-quality products and services
- We use our customer insights and internal capability to lead the planning and delivery of services for a resilient and growing city
- We build strong linkages between service and asset performance, risk and financial performance
- We have optimised the trade-off between proactive and reactive maintenance
- We have adopted circular economy practices in planning and delivery of products and services
- We are actively educating our customers, partners and stakeholders on benefits of a circular economy
- We contribute to delivering the NSW Government's Blue/Green Grid through our planning and servicing

Our contribution to the United Nations Sustainable Development Goals:





Successful & innovative business

We are socially responsible and sustain a positive return for our shareholders and the community

Success at Sydney Water looks like:

- We are successfully managing an end-to-end water cycle consistent with a circular economy approach for our customers and shareholders, and received revenue across a range of diverse products
- We have a more agile regulatory environment and pricing process that provides flexibility in a dynamic external environment
- Data is a key part of our enterprise value and service offering. We use it in smarter ways to support efficiency and decision-making and improve our service offerings

How we will measure we're on track:

**EBITDA
Overall
Profitability
Indicator**

**Potable
Water
Consumption
per Capita**

**Innovation
Effectiveness
Index**

Where we will start:

- We are actively involved in water sector reform
- Everyone has been involved in process and business improvement resulting in simplified and efficient processes
- Our decision-making is strategic, agile and streamlined through an optimised governance structure
- Innovation and creativity are embedded in our ways of working
- Our investments align with our ambitions and priorities rather than historical performance
- Our customers, shareholders and regulators acknowledge the affordability of our services and return on investment we deliver
- We will use trusted data and insights to define and shape our enterprise value and service offerings. These insights will be used to support decision-making and improve our services

Our contribution to the United Nations Sustainable Development Goals:



Our 11 focus areas

These are the areas we are focusing on across the business to help us achieve our Strategic Outcomes. Our focus areas will change over the life of Our Strategy, as we achieve and celebrate our milestones. Your CDPs and team plans will contribute to our focus areas



Creating a world class customer experience

We deliver an exceptional customer experience, every day, every time and for everyone.



Digitalisation – people, assets & customers

We enhance the digital experience for the benefit of our people, assets, customers and the city.



Future ready workforce

We work with our people and partners to build capabilities to be successful for the future.



Safety, culture & leadership

We build on our safety, culture and leadership journey to make Sydney Water the best place to work.



Stakeholder & community engagement

We engage and collaborate with our customers, community and stakeholders to empower them and support decision-making.



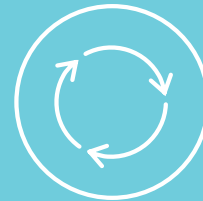
Keeping it simple

We work together to simplify and improve our work processes, to make it easy for our customers, stakeholders and people.



Robust risk, commercial & financial discipline

We improve and embed robust risk and commercial management and financial discipline in our decision-making processes.



Embracing a circular economy

We create value for our customers and communities by embracing circular economy practices with the use of water, energy and materials to restore and regenerate the natural environment.



Insight-led decision making

We manage information and data as an asset to provide new insights and intelligence to decision making.



New products, services & markets

We leverage our core products and service capabilities to deliver solutions that our customers and communities want.



Asset lifecycle optimisation

We optimise the asset lifecycle to generate value for our customers and communities.

