

Year in review

Looking after our customers



Served
310,712
residential properties and
17,606
commercial and industry
enterprises



Supplied
57,830ML
of drinking water to
328,318
customer connections



Welcomed
330,174
visitors to our website

Welcomed
7,089
new customers to our
service region

26,038
new customers signed
up for e-billing

157,151
of our customers
received their bills
electronically

Investing in our assets



Invested
\$28.4M
in water supply and
\$82.8M
in sewerage infrastructure

Operated and maintained
\$3.5B
worth of water supply and
sewerage assets



Worked to upgrade our
major Kawana and Redcliffe
sewage treatment plants

Treated
56,190ML
of sewage

Recycled all
88,826
tonnes of biosolids
to beneficial reuse



Serviced customers with
5,924KM
sewer mains

Relined
36KM
sewer mains

Supplied
1,160ML
recycled water

Year in review



Responded to
146,564
calls from customers

Responded to
2,248
Priority 1 water supply
and sewerage issues



Our customers
rated our service
6.4
out of 10

Resolution of
customer issues on
first contact
66%



Responded to
152
key stakeholder enquiries

Worked with
councils to deliver
3
joint projects



Acoustically swept
1,450KM
water mains for leaks

Replaced
536
hydrants/valves

Replaced
5KM
water mains



Serviced customers with
6,147KM
of water mains

Performed
1,158,440
water meter readings



Received
66,405ML
of bulk water

Cleaned
14
reservoirs

Our performance on core services

100%
ACHIEVED

Bacteriological compliance with Public Health Regulation 2005

TARGET >98%

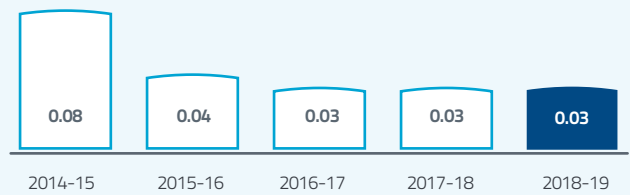


Water

DRINKING WATER QUALITY COMPLAINTS per 1000 connected properties

TARGET <10

INDUSTRY MEDIAN 2017-18 = 0.93



99.4%
ACHIEVED

Sewage treatment plants met licence requirements

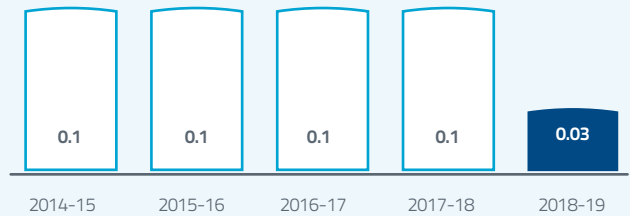


Sewerage

ODOUR COMPLAINTS

per 1000 connected sewerage properties

TARGET <3



83%
ACHIEVED

Grade of service

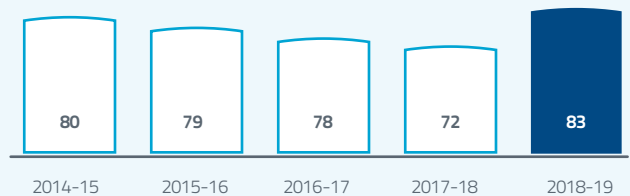
TARGET = 82%



Customer Service

CALLS ANSWERED BY AN OPERATOR within 30 seconds (%)

INDUSTRY MEDIAN 2017-18 = 73.1*

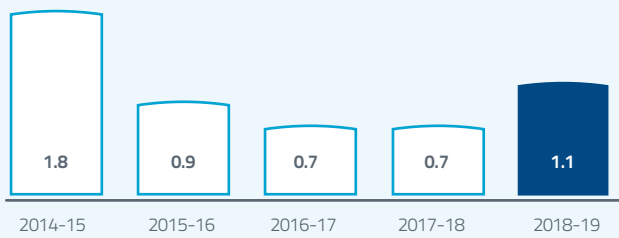


*Australian utilities with 100,000+ connected properties (National Performance Report 2017-18 Urban Water Utilities)

OUR PERFORMANCE 2018-19

UNPLANNED WATER SUPPLY INTERRUPTIONS Monthly average per 100 km of main

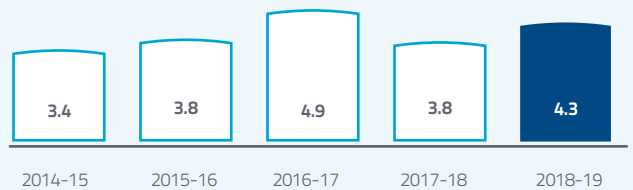
TARGET <10



WATER MAIN BREAKS AND LEAKS per 100 km of mains

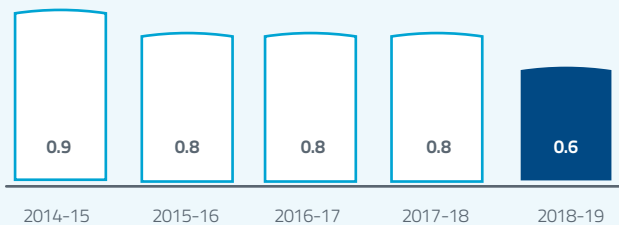
TARGET <25

INDUSTRY MEDIAN 2017-18 = 19.4*



DRY WEATHER SEWAGE OVERFLOWS Monthly average per 100 km of main

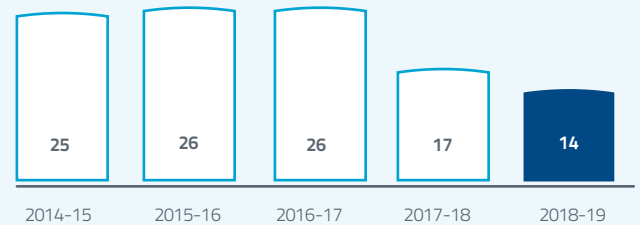
TARGET <2.2



SEWER MAIN BREAKS AND CHOKES per 100 km of mains

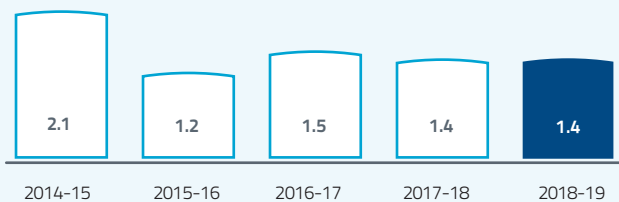
TARGET <40

INDUSTRY MEDIAN 2017-18 = 26*

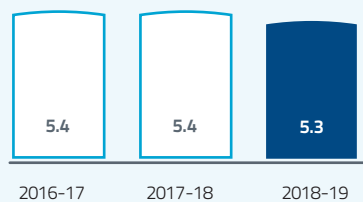


WATER AND SEWERAGE COMPLAINTS per 1000 properties

INDUSTRY MEDIAN 2017-18 = 3.3*



CUSTOMER EASE SCORE Customer-initiated contact



*Australian utilities with 100,000+ connected properties (National Performance Report 2017-18 Urban Water Utilities)

Our financial performance

We are focused on robust financial management to ensure we meet our customers' expectations and shareholder obligations.

In the 2018-19 financial year Unitywater's profit was \$151.8 million after tax. After excluding developer contributions, which comprise both cash and donated assets, we made a loss of \$0.2 million.

Developer cash contributions of \$152.0 million continued to be a key revenue source and these funds are used to build new water and sewerage infrastructure for our growing communities.

STATEMENT OF PROFIT OR LOSS

	2014-15 \$M	2015-16 \$M	2016-17 \$M	2017-18 \$M	2018-19 \$M
Revenue					
Utility charges	474.2	482.4	512.8	526.2	549.5
Developer contributions	117.5	143.7	130.2	142.6	152.0
Other revenue	21.6	24.3	26.5	27.5	29.1
Total revenue	613.2	650.4	669.5	696.2	730.6
Operating expenses					
Bulk water purchases	(143.7)	(150.8)	(170.2)	(176.4)	(189.3)
Employee expenses	(70.2)	(67.8)	(64.1)	(61.1)	(68.0)
Supplies and services	(69.5)	(75.3)	(81.3)	(89.9)	(88.3)
Depreciation and amortisation	(86.0)	(79.0)	(79.7)	(80.5)	(83.0)
Impairment losses	(6.7)	(0.3)	(1.8)	(0.1)	(0.0)
Borrowing costs	(82.2)	(80.8)	(79.8)	(76.2)	(73.9)
Other expenses	(5.3)	(11.2)	(12.3)	(6.0)	(11.3)
Total operating expenses	(463.6)	(465.2)	(489.2)	(490.2)	(513.9)
Profit before tax	149.7	185.3	180.3	206.0	216.7
Tax expense	(39.8)	(48.9)	(44.8)	(86.6)	(64.9)
Profit after tax	109.9	136.3	135.5	119.4	151.8
Adjusted profit					
Profit after tax	109.9	136.3	135.5	119.4	151.8
Developer contributions	(117.5)	(143.7)	(130.2)	(142.6)	(152.0)
Less one-off tax adjustment				31.1	
Profit/(Loss) ex developer contributions	(7.6)	(7.4)	5.3	7.9	(0.2)

CHAPTER 3

Keeping prices low

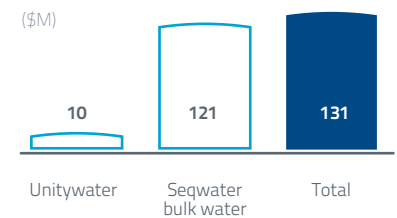
Keeping prices as low as possible for our customers is a key driver for Unitywater.

We are working smarter and harder to control operating costs while maintaining a quality and reliable essential service to a growing population base, yet there are always challenges.

A KEY CHALLENGE – STATE GOVERNMENT BULK WATER COSTS

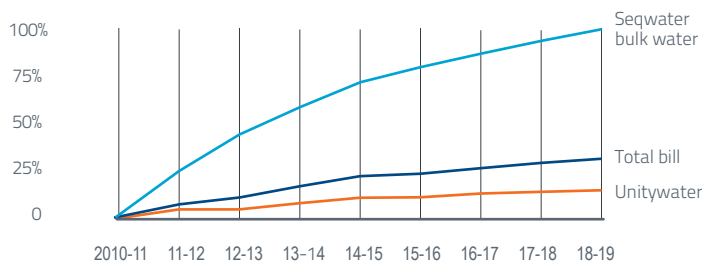
Unitywater buys bulk water from the State Government and this cost is passed on to our customers. Bulk water costs increased by \$121 million from 2010-11 to 2018-19. Conversely, in this same period, Unitywater’s operating expenses increased from \$315 million to \$325 million. We appreciate the impact that bulk water pricing has on our customers’ bills and we continue to minimise cost increases to offset these State Government charges.

CHANGE IN OPERATING EXPENSES SINCE 2010-11

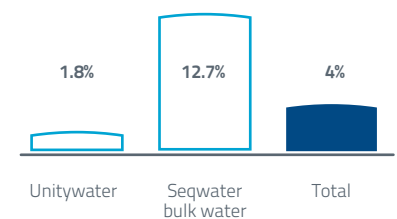


The comparison between bulk water increases and Unitywater’s increases on customers’ bills over the past eight years is reflected in the following graphs:

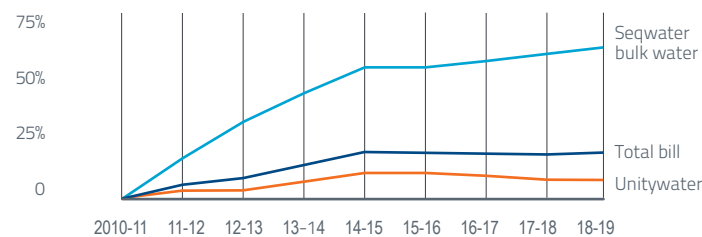
Sunshine Coast/Noosa residential customers
YEAR-ON-YEAR BILL* – CUMULATIVE IMPACT (%)



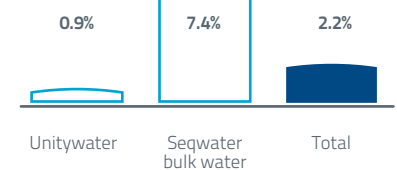
COMPOUND ANNUAL GROWTH RATE



Moreton Bay residential customers
YEAR-ON-YEAR BILL* – CUMULATIVE IMPACT (%)



COMPOUND ANNUAL GROWTH RATE

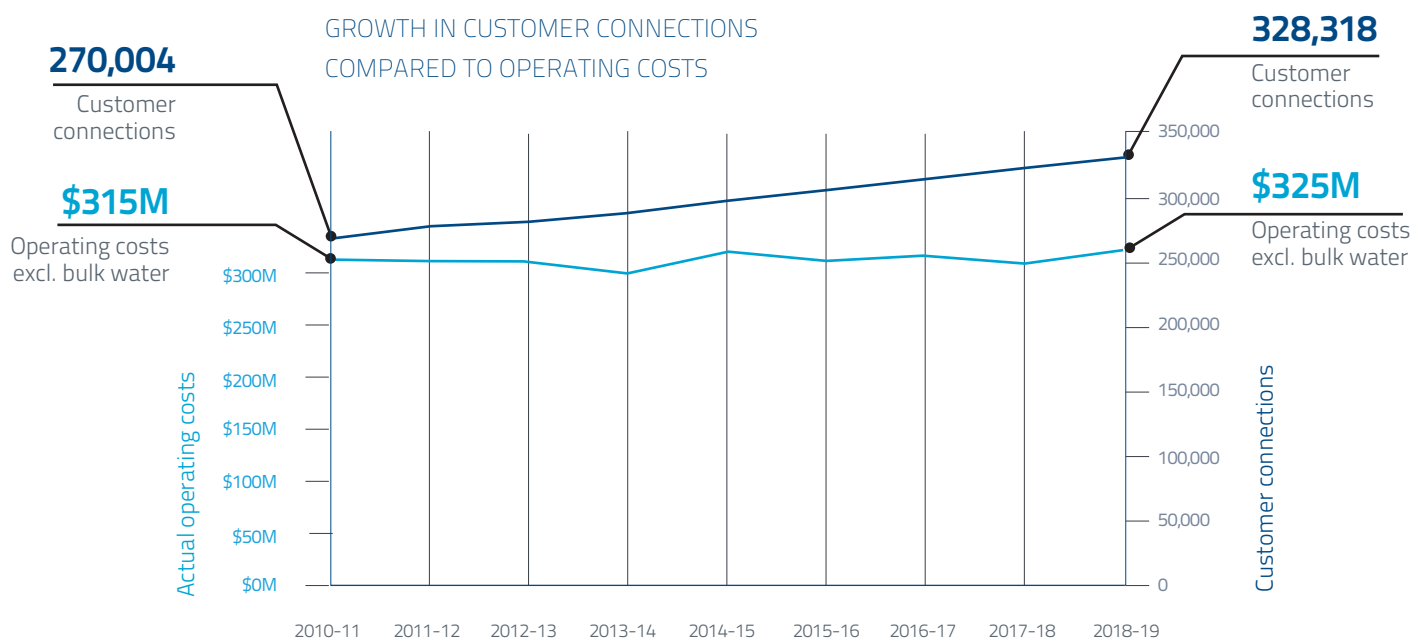


*Bill based on median consumption for the region.

OUR ACHIEVEMENT – MANAGING OPERATING EXPENDITURE

While population growth in our service region adds to the complexity of balancing revenue with expenditure, we consistently focus on managing our operating costs. Our operating costs excluding bulk water from 2010-11 to 2018-19 have remained relatively flat despite the pressures of inflation and a 22% growth in customer connections over this same period.

Unitywater continued to respond to these challenges by focusing on key strategic initiatives to drive costs down over the 2018-19 financial year. For our customers we also delivered a freeze on water and sewerage usage charges for the fourth consecutive year.



OUR ECONOMIC FOOTPRINT

Unitywater is part of the economic fabric of our regional community. As one of the largest employers in our service area, we make a genuine difference by:

- providing employment with 90% of our 643 staff members (FTE) living in our service region and investing back into their local communities
- helping the economy. For every dollar Unitywater spends, 92.5 cents supports our local, regional and South East Queensland economy.



Caring for our environment

We take pride in our unwavering duty to safeguard the environment from harm as a result of our activities.

COLLABORATION TO PROTECT THE MAROOCHY RIVER

Our commitment to protecting and enhancing the Maroochy River catchment strengthened this year with our signing of a memorandum of understanding with Sunshine Coast Council and the State Government. The agreement works to support landholders and local communities to adopt new land management practices that build economic and environmental resilience, while retaining a focus on flood management. In the longer term, our actions will also help protect this catchment against rising tide heights and provide an economic stimulus for eco-tourism.

HELPING FIGHT PLASTIC POLLUTION

Unitywater's Back to Tap environmental initiative gained further momentum throughout the year with the installation of another 26 permanent water refill stations in community areas and sporting venues across Moreton Bay, the Sunshine Coast and Noosa. These units complemented the presence of our Back to Tap vans at 59 community events. Through these efforts, it is estimated that more than 175,000 single-use plastic bottles have been avoided in this financial year.

FROM SMALL THINGS ...

Noosa's Girraween Nature Reserve is now home to a native forest in-the-making after Unitywater, Noosa Council, local environmental groups and passionate community members planted a thousand seedlings. Unitywater has now planted more than 14,000 seedlings across the Moreton Bay, Noosa and Sunshine Coast regions since launching our Creekside Greening Program a number of years ago.

NUTRIENT MANAGEMENT IN OUR WETLANDS

Special micro-organisms which are found naturally in waterways could hold a key to managing nutrients in our wetlands. Known as diatoms, these mini biological powerhouses are part of an innovative trial undertaken during the past year. Thriving diatom populations are known to starve out undesirable algae and aquatic plants and ultimately help improve waterway health. If successful, this trial may lead to a broader application of this environmentally-friendly solution to nutrient removal from our wetlands.

A part of the social fabric

We understand that a healthy community is one where lives are enriched socially and we are keen to make a difference.

A HELPING HAND THROUGH COMMUNITY SPONSORSHIP

Our Community Sponsorship Program supported 16 community groups with total funding of \$114,000 enabling local initiatives to improve the wellbeing of communities and the environment. The sponsorship program is underpinned by the following four pillars:

> Helping prevent homelessness

Our support of three not-for-profit organisations each helping vulnerable people at risk of, or experiencing, homelessness contributed towards to 1,630 people attempting to re-establish themselves within the community while maintaining their dignity. We also supported programs that provided food to more than 1,000 vulnerable people.

> Helping prevent domestic and family violence

We supported three not-for-profit organisations who work to prevent domestic and family violence, or support those who have experienced it. Our support has contributed to women and children being kept safe and re-building their lives. We also contributed to preventing domestic and family violence by proudly supporting the Stand Up, Speak Out campaign, which reached 55 women and 100 children, as well as a behaviour change program for 64 men.

> Supporting disadvantaged children

Our support of five not-for-profit organisations through the year contributed to 130 children in care receiving mentoring from caring, positive adults. Our support in this space also enabled 70 events which aimed to bring disadvantaged children together for guidance and support. The events worked to encourage positive life choices around issues such as drugs and crime, or provided support around mental health.

> Preventing the use of single-use plastics

Unitywater teamed with five not-for-profit organisations to remove litter and debris from local waterways and beaches. From our support of the Paddle Against Plastic event in Moreton Bay which removed 1.2 tonnes of debris from waterways to the Sunshine Coast's Clean-up for Turtle Hatchlings which cleared beaches of 800 kilograms of rubbish, Unitywater is proud to be part of our region's environmental efforts.

EDUCATION PROGRAM

We continued sharing our water and sewerage 'story' through our online education program and visits to schools throughout our region. Over the past year, Unitywater engaged with 1,290 students and 52 teachers knowing that schools play a vital role in shaping the thoughts and attitudes of current and future generations. Inspiring students to understand and appreciate the water cycle is important for behaviour change and longer-term sustainability of water resources.

OUR ASSETS BECOME CANVASES

Transforming assets into pieces of art both energised local communities and brought a touch of colour to a number of public spaces. Our Community Artwork Program delivered makeovers to pumping stations at Fishermans Road, First Bay and Dicky Beach in the Sunshine Coast area, and at Wamuran in Moreton Bay. In Noosa National Park, we collaborated with Queensland Parks and Wildlife to sensitively beautify the Laguna Reservoir in keeping with its natural aesthetic.

EMPLOYEES VOLUNTEERING TO HELP

Unitywater's uVolunteer Program is designed to enable our employees to give back to the communities we serve. During the year, 108 employees volunteered 621 hours for a variety of initiatives. They included environmental clean-up and planting events, working bees in women's refuges, serving meals to the homeless, and creating and distributing food hampers for vulnerable people in our community.

WE'VE BEEN LISTENING

During February and March, Unitywater hosted 86 members of our community in focus groups across the Moreton Bay, Noosa and Sunshine Coast council regions. The forums sought to understand the perceptions and expectations of our broader community about where and how we can provide the most value in delivering community initiatives.

Community feedback indicated strong support for Unitywater to 'give back' at the local community level. As well as expressing support for our current community programs, i.e. Back to Tap, Community Sponsorship Program, Community Artwork Program and School Education, the forums indicated that Unitywater has a role in providing a level of support for social issues. These learnings are being applied in developing our 2019-20 Community Engagement Plan.

Investing in our people

Our people are key to our success and we are investing in their capabilities and culture to benefit our customers and communities.

Unitywater is where we are today, thanks to our people. Through our strategic approach to workforce planning, we continue to focus on building the capability of our people, systems and processes. Our frameworks support a culture of flexible working arrangements and streamlined processes, and we invest in developing our leaders in line with our strategic priorities.

Keeping our people safe and well is our number one priority and we are building a culture that enables each person to look out for their team mates, both physically and psychologically. Ensuring our workplace is inclusive and our workforce reflects the diversity of our community, we implement programs to attract, develop, challenge and retain our people and build the skills needed for the jobs of the future.

PROUDLY INCLUSIVE

The launch of a new diversity and inclusion strategy, Proudly Inclusive, in late 2018 reflects Unitywater's maturing approach to our practices, processes, experiences and culture.

Proudly Inclusive frames a workplace for Unitywater which is innovative, constructive and empowering. In its foundation year, this strategy was a driver for increasing generational and gender diversity in key operational areas.

HEALTHY FAMILIES PARENTAL SUPPORT

Unitywater announced a new gender-balanced parental leave program, Healthy Families, to come into effect from July 2019.

This industry-leading program is an important step towards attracting and retaining diverse talent. Healthy Families will also help us in our commitment to close the gender pay gap through extending superannuation during parental leave.

GENDER PAY EQUITY

Since 2016, Unitywater's gender pay gap has been consistently below 5% and, in 2018, was at 4.5%. We continue to work hard to reduce our gap and, as part of a national CEO network we advocate strongly for pay equity and gender equality.

RECONCILIATION ACTION PLAN

Unitywater's Reconciliation Action Plan expresses our commitment to building relationships and respect and creating opportunities for Aboriginal and Torres Strait Islander people.

During the year, we made genuine progress with our first Indigenous Water Industry Worker trainees completing their Certificate II in Water Operations. These trainees have now been appointed to permanent roles.

Our relationship with Mornington Shire Council continued with our ongoing technical support to help restore the community's sewage treatment plant. Closer to home, bursaries to help cover the cost of uniforms, books and excursions were also offered to local high schools.

A WHITE RIBBON WORKPLACE

As a White Ribbon accredited workplace, Unitywater remains committed to helping prevent domestic and family violence. We continue to take our social responsibilities seriously and demonstrated this on several fronts. These included awareness training and behavioural change programs for our people, support of two refuges in our region, community sponsorships and active participation in fundraising events such as Darkness to Daylight, an initiative of Australia’s CEO Challenge.

Newcomers to Unitywater are smoothly settled in to the organisation through an induction program that won Best Learning and Development Program – Induction/ Onboarding at the 2019 LearnX Impact Awards in June.

SAFETY

Unitywater is committed to strengthening our approach to safety from one that is compliance-based to one where safety is a personal commitment for every team member.

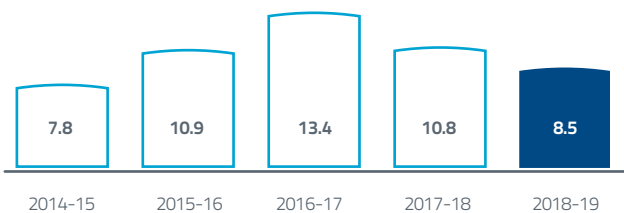
This evolution has been achieved through activities and initiatives designed to create ‘mateship’ and improve the quality of safety conversation, knowledge sharing and organisational learning.

We continued to invest in our Safety Management System through adopting a more tailored approach to risk profiling and management, aligning Safe Work Method Statements to high-risk activities and simplifying incident reporting.

Unitywater continues to invest in the health of our people who work in areas where environmental risks are present. This has been achieved through risk profiling of roles and the provision of onsite health clinics for routine health monitoring programs such as skin and hearing checks.

SIGNIFICANT INJURY FREQUENCY RATE *

*PER MILLION HOURS WORKED.



LOST TIME INJURY FREQUENCY RATE *

*PER MILLION HOURS WORKED.

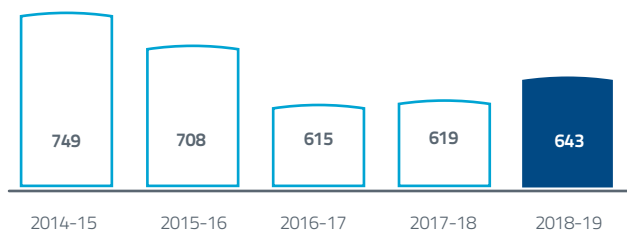


WORKFORCE PROFILE

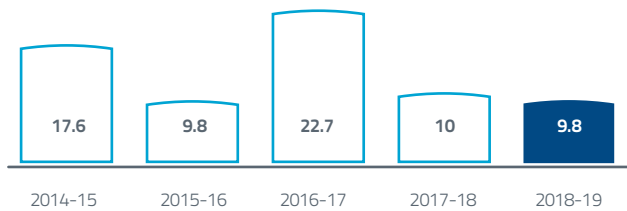
At the end of June 2019, Unitywater employed 643 full-time equivalent staff, with a broad range of professional, paraprofessional, technical and trades skills and competencies.

Secondments or acting in higher duties are means of providing valuable experience and development opportunities for our people. During the year 169 secondments occurred.

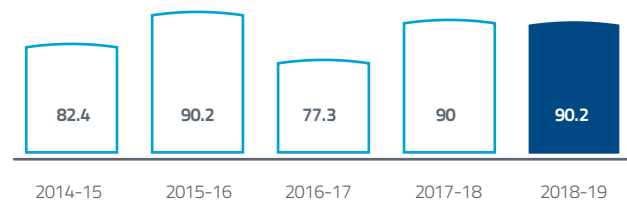
FULL-TIME EQUIVALENT EMPLOYEES



PERMANENT SEPARATION RATE (%)



PERMANENT RETENTION RATE (%)

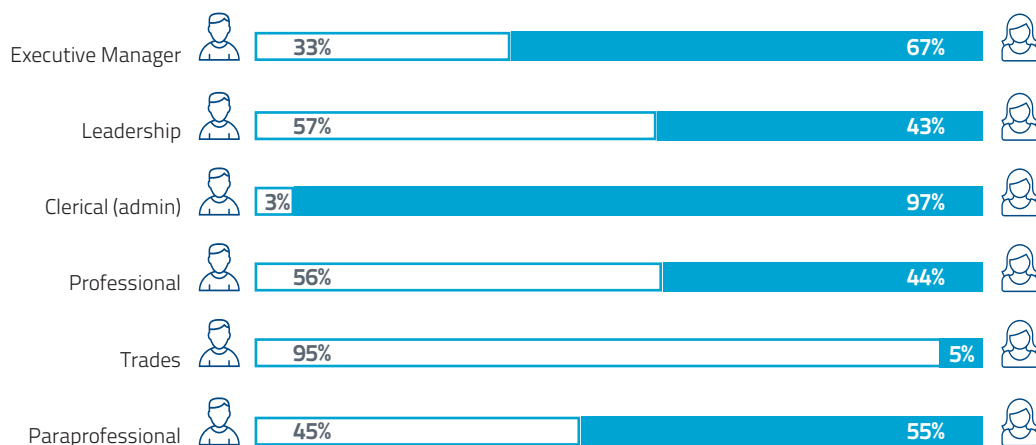


DELIVERING FOR OUR COMMUNITIES

EMPLOYEES OF UNITYWATER

	2018-19					2017-18				
	Full time	Part time	Casual	Total	FTE 2018-19	Full time	Part time	Casual	Total	FTE 2017-18
Gender										
Male	403	6	2	411	408	384	6	5	395	390
Female	188	41	30	259	235	190	32	29	251	229
TOTAL	591	47	32	670	643	574	38	34	646	619
Age										
15-24	24	0	1	25	25	19	1	1	21	20
25-34	81	11	7	99	92	81	9	11	101	93
35-44	169	21	7	197	188	149	13	5	167	161
45-54	168	7	7	182	178	173	6	8	187	182
55-64	138	4	8	150	146	144	5	8	157	151
65+	11	4	2	17	14	8	4	1	13	11
TOTAL	591	47	32	670	643	574	38	34	646	619
Classification										
Executive	6	0	0	6	6	6	0	0	6	6
Senior employee	73	3	0	76	75	68	6	0	74	73
Administration and field staff	512	44	32	588	562	498	32	34	564	538
Total	591	47	32	670	643	574	38	34	646	619

2018-19 GENDER DISTRIBUTION BY JOB



Intelligent operations

We're working on digitally connecting and integrating our water and sewerage services to improve our productivity and the experiences of our customers.

TRIALLING NEW TECHNOLOGIES

Over the past 12 months, we conducted a number of technology trials including:

- Smart sewer monitoring. The prospect of being able to eliminate a sewer odour before a customer notices and the ability to receive early warnings about illegal pollution of our sewerage network were compelling reasons to trial smart sensors in our sewers.
- Pressure monitoring and control. Unitywater was among one of the first utilities in Australia to trial a new technology designed to reduce bursts and leaks in water pipes and, ultimately, minimise disruptions to customers.

DIGITAL METERING TRIAL

Research and trials on the use of digital meters continued during the year with Unitywater assessing the results from the two pilot areas of Clontarf and Noosa. One thousand digital meters across these two locations were tested to assess their potential for providing customers with the convenience of monitoring their water usage online and in real time. This digital technology also enables Unitywater to monitor leaks in real time, providing both business and customer-service advantages. The initial successful trials have led to Unitywater planning for a "digital neighbourhood" in 2019-20 as part of our journey to improve asset performance and customer experience.

IMPROVING OUR IQ WITH MACHINE LEARNING AND AI

Machine learning and artificial intelligence (AI) were used cleverly for two very different business scenarios:

- Unitywater, in collaboration with GHD, is developing a tool that uses machine learning to predict which sewage pump stations are likely to overflow under different weather conditions. This tool uses historical overflow data and radar imagery to assess the relationship between rainfall patterns and sewage pump station overflow events. Our work on this tool was shared at industry events OzWater and QWater and was a finalist in the 2019 Digital Utility Awards.
- The potential of AI to better understand and respond to customer feedback was also explored this year. The use of "natural language processing" to analyse feedback received through our customer experience surveys has shown promising results. Feedback analysis has previously been a manual process and an AI model has the potential to improve efficiencies for our business and our customers.

Self-sustaining STPs

Reducing the operational costs of our 17 sewage treatment plants (STPs) is a strategic priority with renewable energy and resource recovery at the centre of a range of initiatives.

REGIONAL RESOURCE RECOVERY

Encouraged by the potential for economic, community and environmental benefits, Unitywater joined Moreton Bay Regional Council, Noosa Council and Sunshine Coast Council to complete a feasibility study into a regional approach to resource recovery. Opportunities include:

- offsetting the cost of services
- job creation in building, operating, maintaining and servicing a resource recovery facility
- environmental protection through recycling waste materials and reducing the volume of waste entering landfill.

UPGRADING KAWANA STP

The Kawana Sewage Treatment Plant services communities in one of the Sunshine Coast's growth corridors and a comprehensive upgrade of this facility is underway. It will ensure the plant meets the needs of current and future populations. Unitywater has invested significantly to future-proof this facility for our customers and throughout the year major work on expanding its treatment capacity from 90,000 to 200,000 people continued. Advancing resource recovery solutions at this plant also remained a key priority with Unitywater exploring ways to generate energy from sewage to offset operating costs.

GOING GREEN AT KENILWORTH STP

The installation of 12.5 kW of solar panels at the Kenilworth Sewage Treatment Plant has made a significant green difference: carbon dioxide emissions have been reduced by 12 tonnes a year. The facility is now energy-neutral. Also installed on the surface of the STP's treatment ponds are floating wetlands, helping to improve water quality by taking up nutrients and sediments.

COMPOSTING BIOSOLIDS

Unitywater currently produces 83,000 wet tonnes a year of biosolids that are disposed of by land application. However, composting provides a low energy pathway for their beneficial reuse as agricultural fertilisers. A three-phase project that looked at how Unitywater could produce composted biosolids showed promising results during the year. The next step will be the development of a business case in 2019-20.

Growing new business

For Unitywater to continue to drive down our customers' bills, we need to find new streams of income to offset costs.

WAMURAN IRRIGATION SCHEME

Unitywater continued to investigate and scope the potential for an irrigation scheme at Wamuran. There are a range of opportunities with the scheme including access by farmers in this prime agricultural belt to secure high-quality recycled water, enhanced environmental outcomes for the Caboolture River catchment and economic uplift with local employment and industry sustainability.

UNITYWATER'S LEAK EXPERTISE TAKES OFF WITH BRISBANE AIRPORT

Unitywater and TaKaDu, a leak detection analytics software specialist, have joined forces to remotely manage Brisbane Airport's water network. This arrangement with the Brisbane Airport Corporation is similar to that with Gympie Regional Council. Our round-the-clock surveillance of both these external networks is not only a business opportunity for Unitywater but also provides the airport and council with our professional expertise in leak detection and management services. Timely identification of hidden leaks helps the environment.

TRANSFORMING VACANT LAND INTO COMMUNITY AND COMMERCIAL ASSETS

Vacant land owned by Unitywater at Margate, Noosa, Buderim and Kings Beach has been earmarked for greater community benefit with these properties offered for sale or lease. The development of community facilities is a pre-requisite for all sites, and subject to relevant council approvals, these blocks will transform

our unused land into invaluable community assets such as aged care facilities, care homes and hospices. Unitywater also commenced approved development of our vacant land adjacent to our Northern Service Centre at Maroochydore. Still in its early stages with roadworks underway, the land will be subdivided into nine lots. Again, this initiative is a commercial opportunity for Unitywater helping to grow new business, offsetting our costs to serve while providing a community benefit.

LICENSING AGREEMENT OPENS UP MARKET

A licensing agreement between Unitywater and Grenof has enabled us to market Phodine and ozone disinfection to other water utilities, developers and councils, further offsetting our costs to serve. Phodine, or magnesium hydroxide liquid, is used in sewer systems to control odour (reducing potential complaints) and corrosion (extending asset life) and is manufactured by Grenof at our Maroochydore Sewage Treatment Plant.

ONSITE TREATMENT SOLUTIONS

Unitywater has responded to the challenge of pre-treating waste from the food manufacturing industry by providing these commercial customers with an onsite treatment solution. Through an agreement with SUEZ, our customers will be able to lease onsite treatment facilities. Launched in May 2019, the solution is being promoted through targeted marketing.

Better business

By strengthening and developing our capabilities within the organisation we drive better outcomes for our customers.

IMPROVING DEVELOPMENT PROCESSES

Unitywater's Accreditation and Certification System has received positive support from the development industry with more than 86 certifiers registered to assess and certify connections to our water and sewerage network. This industry is an economic driver across the region and this system, which was launched in 2018, gives developers greater control of the timing of their connection approvals. For Unitywater customers and communities, the system ensures we deliver fast turnaround times for applications and receive high quality assets.

SEQ CODE EBOOKS

Technical standards and requirements for the design and construction of water and sewerage infrastructure are set to go online as a result of the collective efforts by Unitywater, other South East Queensland water retailers and the Water Services Association of Australia. In mid-2019, the development industry will be able to access the most frequently used standards from the South-East Queensland Water Supply and Sewerage Design and Construction Code (SEQ Code) through online ebooks.

SEWAGE PUMP STATION MAKES A STATEMENT

In the innovative spirit of Maroochydore's new city centre, Unitywater designed a new-look sewage pump station for this emerging urban landscape. Built to cater for a growing population, this pump station is a bold addition to Unitywater's assets and blends both form and function in its design.

PROGRAM PERFORM

The merging of contemporary technology and best practice business processes for our people, finance and procurement business functions is set to bring greater efficiencies to our operations. This new enterprise system has been under development during 2018-19 and, when introduced, will automate and streamline a range of internal activities which currently rely heavily on manual processing. Increasing our productivity and reducing our compliance risks are integral to business performance and success. From a people-experience perspective the system will save our people time, will improve rostering in our 24/7 business and enhance our ability to recruit, retain and develop our people.

PETRIE PROJECT TAKES HONOURS AT PROJECT MANAGEMENT ACHIEVEMENT AWARDS

A \$16.5 million joint project between Unitywater and Seqwater designed to provide a more secure water supply for 100,000 Moreton Bay residents was a winner at the 2018 Queensland Project Management Achievement Awards. An impressive engineering and construction feat, this work connected the communities from North Lakes through to Petrie and Strathpine to the South East Queensland Water Grid. The project showcased the skills of our teams working in collaboration to provide a sustainable water solution for our customers.

Risk management and accountability

Unitywater takes a business-wide approach to identifying, prioritising and managing risks that aligns with the framework outlined in ISO 31000-2018 Risk Management – principles and guidelines.

The Audit and Risk Committee (see page 31 for details) is responsible for assisting the Board to discharge its corporate governance responsibilities to exercise due care, diligence and skill in regard to risk management and auditing. The Audit and Risk Committee observes the terms of the *Audit and Risk Committee Charter* and the *Audit Committee Guidelines: Improving Accountability and Performance* issued by Queensland Treasury. The Committee's role is to oversee the financial management, internal controls, risk management, compliance and work health and safety. It receives and considers reports and recommendations from the external (Queensland Audit Office) and internal auditors.

Unitywater's Code of Conduct aligns to the ethics principles and ethics values in the *Public Sector Ethics Act 1994*. Code of Conduct training is provided to all new employees. Existing staff undertake retraining every two years.

INTERNAL AUDIT

Unitywater has an internal audit function to provide assurance to the Board that Unitywater's financial and operational controls manage the organisation's risks and achieve the entity's objectives and are operating in an efficient, effective and ethical manner. The function is undertaken by independent internal auditors who work in accordance with a strategic and annual plan

approved by the Audit and Risk Committee, in accordance with the Internal Audit Charter and the Treasury's Audit Committee Guidelines. In 2018-19 the internal auditors successfully completed audits identified in the annual plan.

INFORMATION SYSTEMS AND RECORD KEEPING

Unitywater makes and keeps full and accurate records of its activities in accordance with the standards and policies issued by the Queensland State Archives.

Our record keeping is informed by the *Public Records Act 2002*, Records Governance Policy 2018 and Records Governance Policy Implementation Guideline 2018.

Our record keeping program is documented through policies and procedures that are reviewed and updated annually to reflect record keeping best practice and any changing regulatory requirements.

Unitywater's Electronic Document and Records Management System (eDRMS) was upgraded during the year to the latest version to extend our record keeping capability to mobile workers.

Lifecycle management of Unitywater records is maintained by the application of a Business Classification System (BCS), by suitably skilled staff, across all digital and physical records.

All public records are retained for as long as they are required in accordance with general and core business retention and disposal schedules.

Unitywater maintains all records created digitally in a digital format throughout the record lifecycle. Digitisation of legacy physical records is continuing as part of our overall records program.

Unitywater's record keeping policies and procedures include our end-of-life disposal processes. Regular disposal programs oversee and document the identification and secure destruction of records in accordance with the requirements of the *Public Records Act 2002* and approved retention and disposal schedules.

Unitywater has formally assigned record keeping roles and responsibilities and is currently reviewing the record keeping training program to update and improve the content and delivery of record keeping training.

We proactively communicate with all staff about their record keeping obligations via training workshops, one-on-one training, online training modules and quick reference guides and fact sheets.

Unitywater's record keeping system (Objective ECM) is supported and maintained by our internal Records Management team and our IT managed services provider. All business information systems are monitored in real-time for system performance monitoring and security. Unitywater has breach response protocols in place if any malicious activity is identified.

COMPLAINTS MANAGEMENT

Under our Customer Charter we have thorough internal processes to investigate and resolve customer complaints. We manage complaints in accordance with AS ISO 10002-2006 Customer Satisfaction Guidelines for Complaints Handling in Organisations.

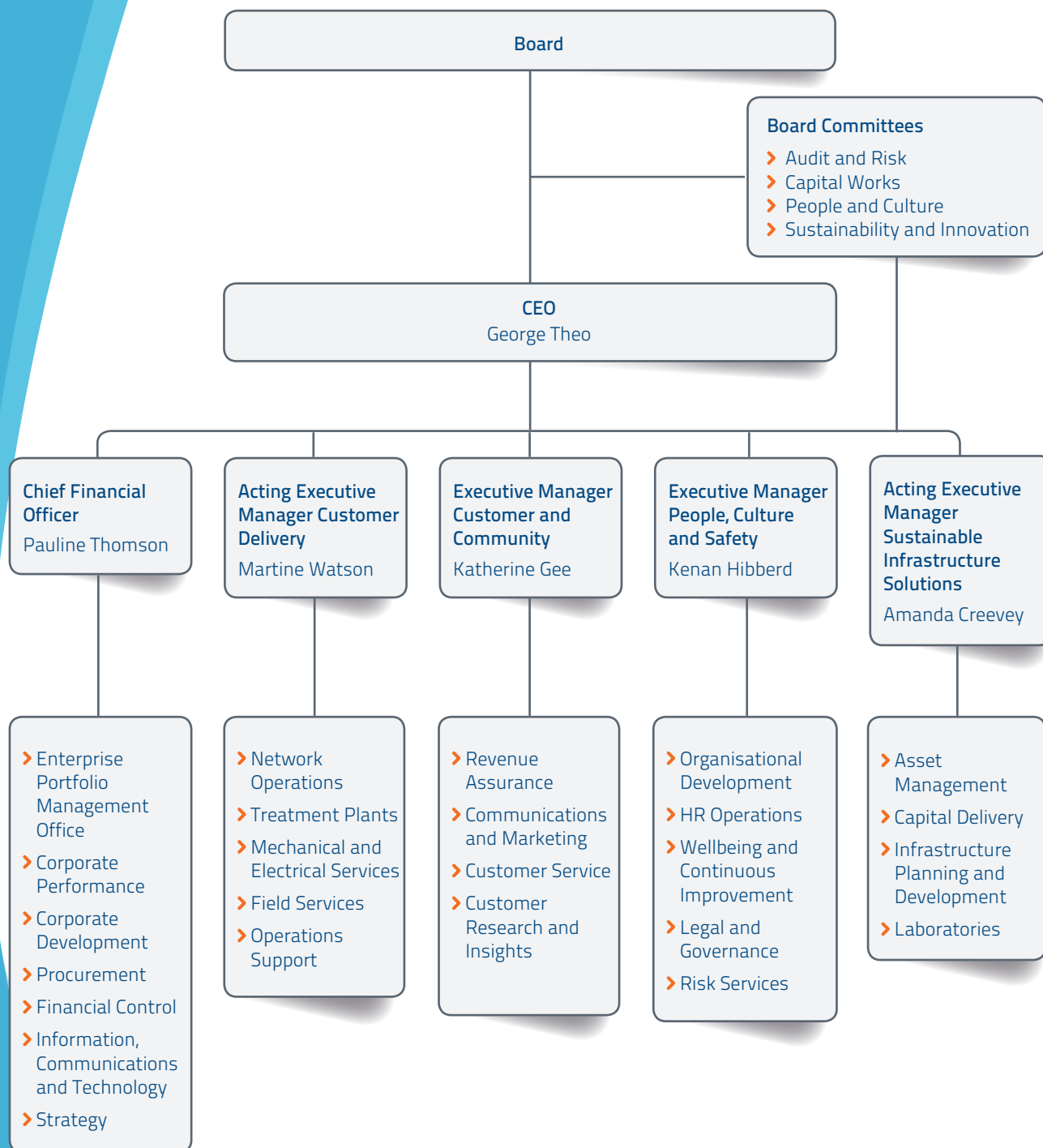
If complaints are not resolved to a customer's satisfaction they can be referred to the Energy and Water Ombudsman Queensland (EWOQ) for review. During the reporting period 90 matters were referred to EWOQ by customers.

CONSULTANCIES AND OVERSEAS TRAVEL

Details of spending on consultants and overseas travel undertaken by Unitywater representatives can be accessed at the Queensland Government Open Data website qld.gov.au/data

Our organisational structure

AS AT 30 JUNE 2019



Our Board

Unitywater's independent skills-based Board guides our Executive Leadership Team to fulfil its vision to be a sustainable water and sewerage service provider that creates value for its customers and returns value for its stakeholders.

The combination of Board members' qualifications, skills and experience ensures a strong commercial focus, with emphasis on identifying efficiencies across the organisation and passing on cost savings to customers.

Under the Participation Agreement, the performance of the Board is evaluated annually and reported to our participating councils.

JIM SOORLEY AM

BA (Psych), MA (Org Psych)
Chairman

Jim was Lord Mayor of Brisbane from 1991 to 2003. He has been the Chairman of Unitywater for nine years. Jim is involved in many activities in South-East Queensland. He is also the Chair of CS Energy and on the Board of Terracom.

SHARON DOYLE

LLB (Hons), BIT (Dist), Grad Dip Bus Admin, GAICD
Sharon is the Managing Director of InterFinancial, a corporate finance advisory and mergers and acquisitions firm. Sharon is also a non-executive Director of TechnologyOne, Australia's largest enterprise software-as-a-service company and one of Australia's top 150 ASX-listed companies. Sharon has held leadership roles in Mincom Limited and Allens: Linklaters.

FIONA WATERHOUSE

B Mfg Mgt, Dip Env Studies, Cert Business, GAICD
Fiona is CEO of bioenergy developer Utilitas Group, one of the pioneers of the emerging industrial bio-products market in Australia. A production engineer by trade, Fiona has owned and advised industrial and technology-related business for the past 20 years. The Business Sustainability Roadmap that she developed as part of her role in the Queensland Environment Department between 2000 and 2003 was recognised as a sustainable development milestone for Queensland.

BARRY CASSON

MAICD
Barry has more than 40 years' experience initially in chartered accounting before moving into corporate finance roles and executive management. His roles have predominantly been as an executive finance director in the mining sector, although his background also includes property development and agribusiness, more recently in the role of consultant. Barry served as non-executive Chairman of Metallica Minerals Limited (ASX listed) until December 2016 and he remains a non-executive Director on the boards of Archipelago Metals Limited and CassTech Limited. Barry is also Company Secretary of CassTech Limited and Archipelago Metals Limited.

OUR STRUCTURE

MIKE WILLIAMSON

FAICD

Mike brings to Unitywater more than 30 years' experience in the fields of water and sewage management, waste minimisation, resource recovery, engineering and project management. He has held positions as Managing Director of CH2M Australia and as Managing Partner of global consulting firm Environmental Resources Management (ERM). From 2001 until 2015 he was

Chairman of the Oil Stewardship Advisory Council and he has held Board positions with Keep Australia Beautiful and Special Olympics NSW. Mike is also non-executive Chair of ECOllaboration Ltd, a not-for-profit company, based on the Sunshine Coast providing ecological and environmental services and environmental education. Mike is a qualified marine and mechanical engineer and is a Fellow of the Australian Institute of Company Directors.

BOARD MEETING ATTENDANCE 2018-19

Board Member	Eligible to attend	Meetings attended
Jim Soorley	10	10
Sharon Doyle	10	10
Barry Casson	10	9
Mike Williamson	10	10
Fiona Waterhouse	10	10

OUR STRUCTURE

BOARD COMMITTEES 2018-19

A number of committees aid the Board in the execution of its duties.

COMMITTEE	SCOPE OF ACTIVITIES	MEMBERS	ELIGIBLE TO ATTEND	MEETINGS ATTENDED
Audit and Risk Committee	The Audit and Risk Committee helps the Board to fulfil its corporate governance responsibilities by reviewing Unitywater's safety reports, risk management reports and annual financial reports. In addition, it provides oversight and direction with respect to internal control systems, insurance, and audit and regulatory compliance processes.	Barry Casson (Chair)	4	4
		Sharon Doyle	4	4
		Fiona Waterhouse	4	4
Capital Works Committee	The Capital Works Committee reviews, oversees and reports to the Board on the appropriateness of Unitywater's capital works practices for projects above \$5 million. Its role includes a detailed review of the annual program of capital works and associated budget.	Mike Williamson (Chair)	5	5
		Jim Soorley	5	5
People and Culture Committee	The People and Culture Committee supports the Board by conducting detailed examination of Unitywater's annual corporate objectives and the remuneration framework for all staff. It also assists the Board to meet its decision-making obligations under the incentive framework for senior staff.	Sharon Doyle (Chair)	3	3
		Jim Soorley	1	1
		Barry Casson	3	3
Sustainability and Innovation Committee	The Sustainability and Innovation Committee provides direction on environment and sustainability and strategies for innovation and commercialisation that contribute to cost reduction.	Fiona Waterhouse (Chair)	5	5
		Jim Soorley	5	3
		Sharon Doyle	5	4
		Mike Williamson	5	4

Executive Leadership Team

The Executive Leadership Team, headed by the Chief Executive Officer, leads the daily operation of Unitywater and delivers on corporate objectives.

The team is firmly focused on achieving strategic goals, improving customer service, achieving operational efficiencies and providing high quality, affordable and sustainable sewerage and water supply services.

GEORGE THEO

MBA (Bus), BEng (Civil), CPEng, Ass Dip Mun (Eng), MIEAust, GAICD

CHIEF EXECUTIVE OFFICER

George brings more than 30 years' experience to Unitywater and a wealth of knowledge of the water industry through previous roles with global consulting company GHD, Brisbane Water (now Queensland Urban Utilities) and City West Water, Victoria. George was Unitywater's Chief Operating Officer prior to taking up the position of CEO.

PAULINE THOMSON

BBus (Acc), FCPA, GAICD

CHIEF FINANCIAL OFFICER

Pauline is a Certified Practising Accountant and brings more than 25 years' experience in retail, distribution and transmission entities across the energy and water sectors. Her leadership experience includes leading teams in a range of senior commercial, finance and regulatory roles.

ROB DOWLING

BCom (IR/OrgPsych), MBA, GAICD

EXECUTIVE MANAGER CUSTOMER DELIVERY

(TO FEBRUARY 2019)

Rob's extensive experience across the water industry included Chief Operating Officer for Suez Environment in North America and General Manager at South Australian Water Corporation.

MARTINE WATSON

Grad Cert Bus Admin, FIML, AAICD

ACTING EXECUTIVE MANAGER CUSTOMER DELIVERY

(FROM FEBRUARY 2019)

Martine is a strategic and transformational leader with extensive experience managing large technical teams within the energy, water and mining industries. She has qualifications in Electrical Engineering, Psychology and Business and has previously held roles at BHP Billiton, Cairns Water, Queensland Urban Utilities and Powerlink. She has a proven track record of achievements in change, growth and operational delivery of essential services.

OUR STRUCTURE

JUDY BAILEY

Grad Dip Admin, MAICD

EXECUTIVE MANAGER CUSTOMER AND COMMUNITY
(TO JULY 2018)

Judy has extensive executive management experience across diverse industries in major public and private sector environments.

KATHERINE GEE

BBus (Acc), LLB, CA, MAICD

EXECUTIVE MANAGER CUSTOMER AND COMMUNITY
(FROM JULY 2018)

Throughout her extensive experience in both the private and public sector, Katherine has gained deep insight into the needs of customers and the community. Her roles in telecommunications, local government and the water industry have included implementing major customer management systems, transforming customer experience and delivering organisational change.

KENAN HIBBERD

BCom, FAHRI

EXECUTIVE MANAGER PEOPLE, CULTURE AND SAFETY

Kenan has more than 25 years' experience in human resources in both the public and private sectors. He has held senior management positions in national and international organisations in the industrial services, engineering, logistics and health sectors.

SCOTT BARNES

BEChem

EXECUTIVE MANAGER SUSTAINABLE
INFRASTRUCTURE SOLUTIONS
(TO MARCH 2019)

Scott has 20 years of senior management experience, primarily within the water and manufacturing industries across Australia and overseas, in both public and private sectors.

AMANDA CREEVEY

BA, Dip People Leadership, Dip Public Safety

ACTING EXECUTIVE MANAGER SUSTAINABLE
INFRASTRUCTURE SOLUTIONS (FROM MARCH 2019)

Amanda has 20 years' experience leading teams to deliver results and sustainable organisational change. She has held roles previously in the defence and transport sectors, with a focus on security intelligence, enterprise risk, project/program and portfolio management for capital works. A former officer in the Australian Army, Amanda is passionate about business transformation and capability development.