

The image features a large, white, stylized number '2' on the left side. The background is a gradient of blue, with a large, light blue circle on the left and a darker blue circle on the right. The text 'OUR PERFORMANCE 2020-21' is positioned to the right of the number '2'.

2

OUR
PERFORMANCE
2020-21

Our performance on core services

99.96%
ACHIEVED

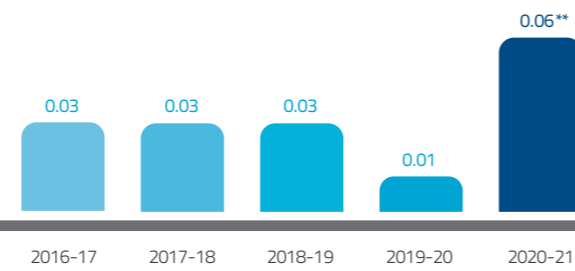
Bacteriological compliance with Public Health Regulation 2018
TARGET >98%



Water

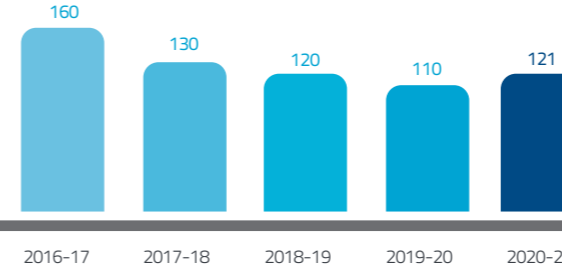
DRINKING WATER QUALITY COMPLAINTS per 1000 connected properties

*INDUSTRY MEDIAN 2019-20 = 1.0



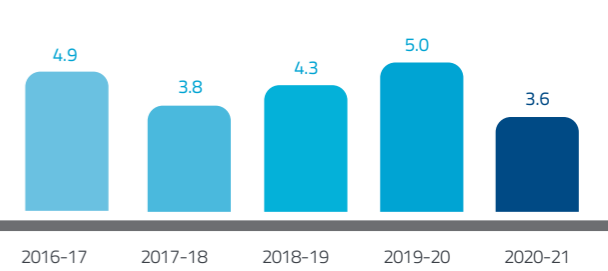
AVERAGE DURATION OF AN UNPLANNED WATER OUTAGE (MINUTES)

TARGET <110 *INDUSTRY MEDIAN 2019-20 = 131.9



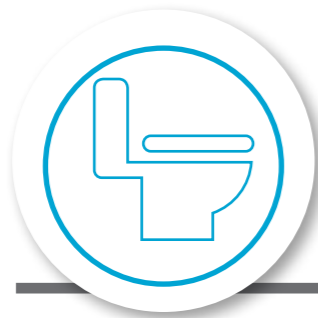
WATER MAIN BREAKS AND LEAKS per 100 km of mains

TARGET <4.3 *INDUSTRY MEDIAN 2019-20 = 25.1



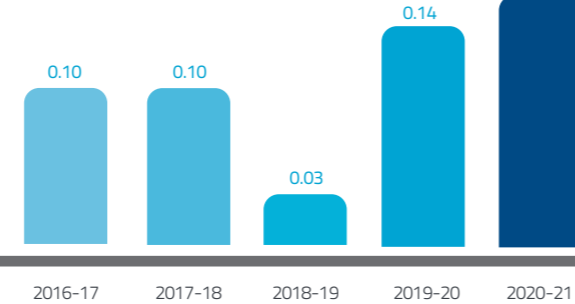
98%
ACHIEVED

Sewage treatment plants met licence requirements
TARGET >99%

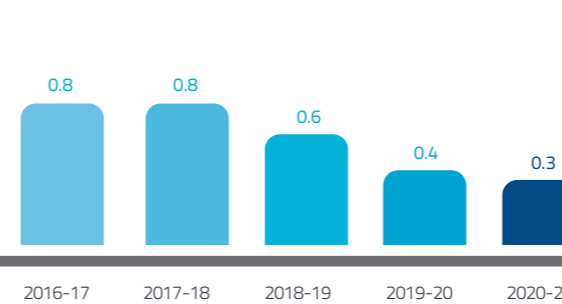


Sewerage

ODOUR COMPLAINTS per 1000 connected sewerage properties

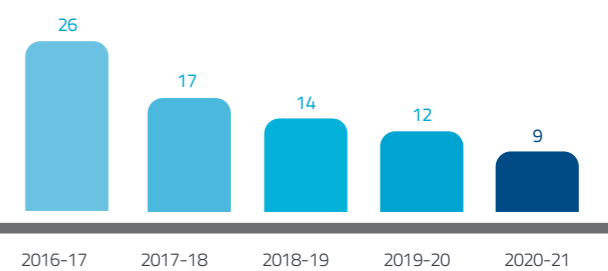


DRY WEATHER SEWAGE OVERFLOWS Monthly average per 100 km of main



SEWER MAIN BREAKS AND CHOKES per 100 km of mains

TARGET <20 *INDUSTRY MEDIAN 2019-20 = 33



78%
ACHIEVED

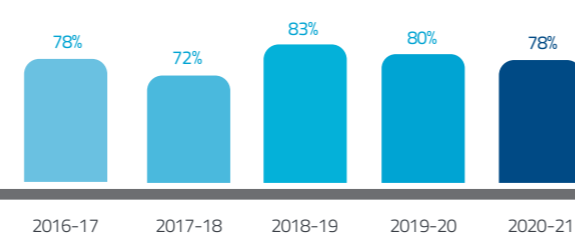
Grade of service
TARGET = 82%



Customer Service

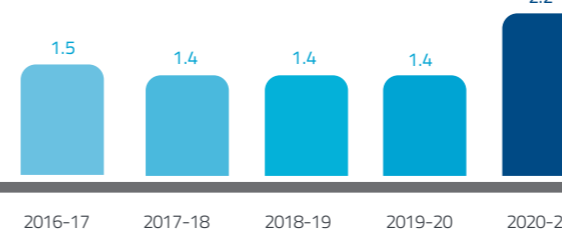
CALLS ANSWERED BY AN OPERATOR within 30 seconds (%)

*INDUSTRY MEDIAN 2019-20 = 73.7



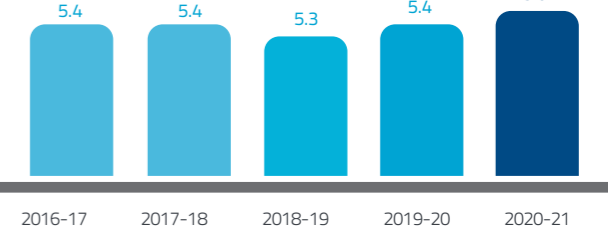
WATER AND SEWERAGE COMPLAINTS per 1000 properties

*INDUSTRY MEDIAN 2019-20 = 4.2



CUSTOMER EASE SCORE Customer-initiated contact

SCORE OUT OF 7



*Australian utilities with 100,000+ connected properties (National Performance Report 2019-20 Urban Water Utilities).

**Despite service levels remaining stable, water and sewerage complaints increased from 2019/20 to 2020/21, with no major systemic trends identified. In response to growing complaints, Unitywater formed a dedicated response team which resolved the root cause issues where clusters of complaints were identified.

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The year in review



Investing in our assets

	Number	Measure
Value of water supply and sewerage assets	3.7	\$B
Length of water mains servicing customers	6230	KM
Reservoirs renewed/reroofed	22	reservoirs
Reservoirs cleaned	23	reservoirs
Drinking water supplied	59,351	ML
Water mains acoustically swept for leaks	1980	KM
Hydrants/valves replaced	790	hydrants/valves
Sewage treated	62,163	ML
Length of sewer mains servicing customers	6040	KM
Sewer mains relined	30.5	KM
Sewer mains inspected with CCTV	115	KM
Percentage of biosolids recycled	100	%
Biosolids recycled and sent to beneficial use	81,226	tonnes
Recycled water supplied	722	ML



Delivering for our customers

	Number	Measure
Total customers	360,972	total accounts
Residential properties served	325,449	properties
Commercial and industrial enterprises served	18,083	enterprises
Customer satisfaction score	6.7	out of 10
Visits to our website	850,912	visits
Customer calls received	113,363	calls
Water meter readings performed	1,212,006	readings
Customers who received their bills electronically	59	%
Customer issues resolved on first contact	67	%
Priority 1 water supply and sewerage issues responded to in less than 1 hour	95	%

Our financial performance

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

In the 2020-21 financial year Unitywater's profit was \$138.6 million after tax. After excluding developer contributions of \$113.4 million (comprised of cash and donated assets), we made a profit of \$25.2 million.

Developer cash contributions of \$58.7 million in 2020-21 continued to be a revenue source as Unitywater has an obligation to use these funds to build new water and sewerage infrastructure for our growing communities.

Unitywater regularly communicates with our customers about the importance of water conservation, helping to drive changes in water consumption across the region. As a result, water consumption per customer has dropped 5% since 2016-17 and is now the lowest since Unitywater began operations in 2010.

Our focus on environmental sustainability and conservation remains even while we continue to deliver price stability. Efficiency in our operations means that we are able to successfully pursue both environmental and economic sustainability, which is good news for our customers and for the health of the land and waterways in the region.

STATEMENT OF PROFIT OR LOSS

	2016-17 \$M	2017-18 \$M	2018-19 \$M	2019-20 \$M	2020-21 \$M
Revenue					
Utility charges	512.8	526.2	549.5	578.8	581.2
Fees and charges	7.7	7.9	7.5	8.8	9.6
Developer contributions	130.2	142.6	152.0	123.3	113.4
Other income	18.8	19.5	21.6	19.2	19.6
Total revenue	669.5	696.2	730.6	730.1	723.8
Operating expenses					
Bulk water purchases	(170.2)	(176.4)	(189.3)	(205.1)	(204.6)
Employee expenses	(64.1)	(61.1)	(68.0)	(71.9)	(73.0)
Supplies and services	(81.3)	(89.9)	(86.2)	(82.9)	(84.8)
Depreciation and amortisation	(79.7)	(80.5)	(83.0)	(83.9)	(90.8)
Impairment losses	(1.8)	(0.1)	(0.0)	(0.0)	(0.0)
Finance and borrowing costs	(79.8)	(76.2)	(73.9)	(70.3)	(64.7)
Other expenses	(12.3)	(6.0)	(13.4)	(11.3)	(8.0)
Total operating expenses	(489.2)	(490.2)	(513.9)	(525.4)	(525.9)
Profit before tax	180.3	206.0	216.7	204.7	197.9
Tax expense	(44.8)	(86.6)	(64.9)	(61.3)	(59.3)
Profit after tax	135.5	119.4	151.8	143.4	138.6
Adjusted profit					
Profit after tax	135.5	119.4	151.8	143.4	138.6
Developer contributions	(130.2)	(142.6)	(152.0)	(123.3)	(113.4)
Less one-off tax adjustment		31.1			
Profit/(Loss) ex developer contributions	5.3	7.9	(0.2)	20.1	25.2

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3

HELPING
OUR
CUSTOMERS

Keeping our prices affordable

We strive to keep our prices as low as possible. This is important to our customers and we know that it drives better outcomes for our communities.

PRICE FREEZE AND CUSTOMER CARE

In 2020-21, we froze our water and sewerage usage charges for the sixth year in a row; a commitment we were able to make for a seventh consecutive time in the 2021-22 financial year.

Over and above the price freeze, our response to the COVID-19 pandemic also included support packages offered to our customers. We provided all customers with 60 days to pay their bills and waived fixed access fees for eligible, local sporting and community groups and trade waste customers for six months.

MANAGING OUR OPERATING COSTS

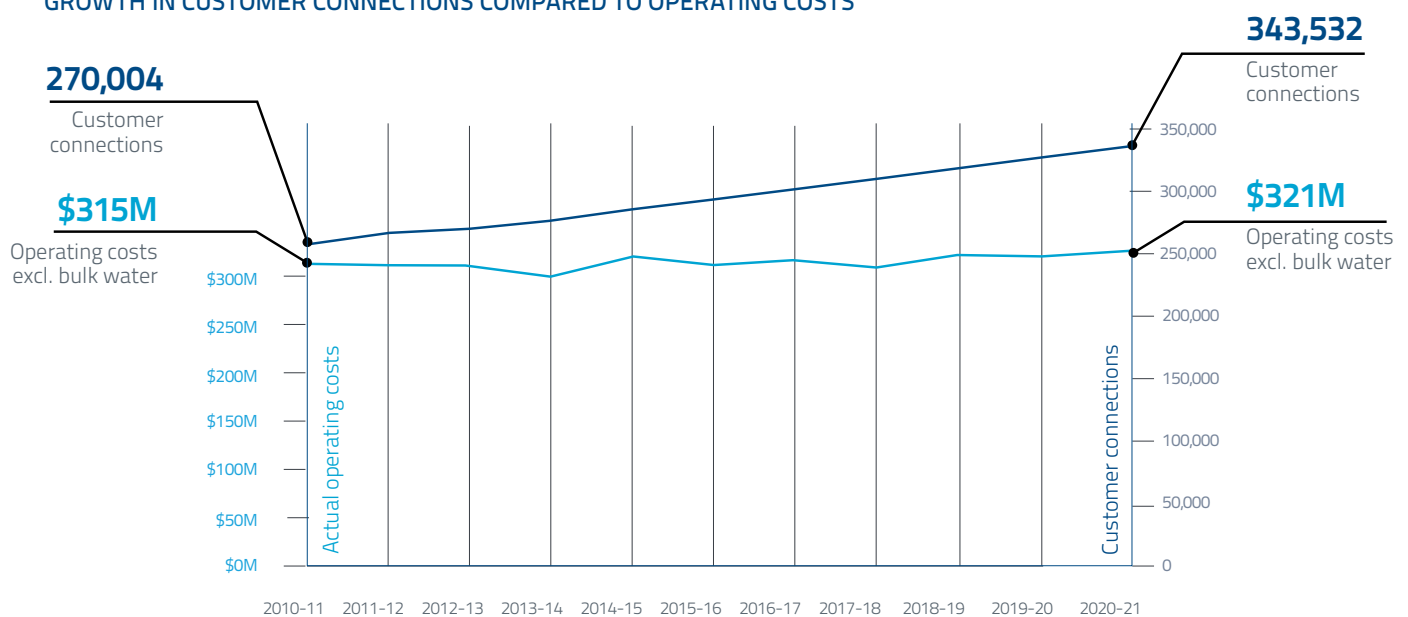
We consistently focus on working smarter to manage our operating costs while at the same time never compromising the delivery of safe, reliable and sustainable water and sewerage services.

Significant population growth in our service region adds to the complexity of balancing revenue with

expenditure, however we are proud that our operating costs, excluding bulk water, from 2010-11 to 2020-21 have remained relatively flat despite the pressures of inflation and a 27% 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 2020-21 financial year.

Unitywater operates in one of the fastest growing regions of Australia, providing essential services to 17% of the Queensland population. The population of our service region is forecast to increase to 988,000 people by 2026. As a result, we are making prudent investments in water and sewerage infrastructure to ensure we continue to meet the expectations and demands of these growing communities for our essential, around-the-clock services.

GROWTH IN CUSTOMER CONNECTIONS COMPARED TO OPERATING COSTS



We are easy to do business with

By keeping prices affordable and being easy for our customers to do business with, we are driving better outcomes for our customers and our communities every day.

IMPROVING DIGITAL CUSTOMER SERVICE

Reflecting a COVID-inspired surge in customer uptake of digital, contact-free transactions, Unitywater has been working hard to help customers access their account details and bills easier and quicker online.

The upgraded My Account now allows customers to log in and register with their social logins, update credit card details including expiry date and use My Account on their mobile devices.

More than 59% of our customers are signed up for e-billing. Sign up through [My Account](#).

DIGITAL NEIGHBOURHOOD PROGRAM

Our Digital Neighbourhood Program will create Unitywater's first digitally connected network of smart water meters and smart sensors on our water mains in an initial trial location on the Sunshine Coast.

This smart network will give us a better understanding of water usage patterns to help us identify leaks in our infrastructure quicker. It will help us better manage planned and reactive maintenance while also improving the customer experience through real-time SMS (text) alerts about high water use and the possibility of hidden leaks, which can lead to unexpectedly high bills.

In April 2021 we began installation of 10,000 smart water meters at properties in Mooloolaba, Alexandra Headland, Maroochydore and some areas of Buderim, Mountain Creek and Kuluin. Customers received either a new integrated meter or a logger, which sits on top of an existing mechanical water meter.

This stage is one of the first steps in Unitywater's long-term plan to roll out smart water meters across our entire water supply network to improve water security and deliver customer benefit.

SMS WATER OUTAGE ALERTS

In March 2021 we began to trial an SMS (text) service to communicate water outages to our customers. This complements the outage map on our website, which was upgraded early last year.

During the trial for the Enterprise Messaging System (EMS), residential and commercial property owners receive an SMS to advise that their property might be without water, the reason for the outage and an estimated time of restoration.

This new service will ensure customers receive proactive notification to outages in their area, so they can plan and prepare.

FASTER NETWORK CONNECTION APPROVALS

Unitywater's Accreditation and Certification (A&C) system has sped up average connection approval times to 10 days.

Our A&C system allows Accredited Entities and Registered Certifiers to assess applications to connect developments to our water and sewerage network.

Launched in July 2018, the system has proven successful in saving time and allowing the development industry to have greater control over their projects.

We have 112 Registered Certifiers and 41 Accredited Entities who are now qualified to manage Unitywater water and sewerage development applications on behalf of their clients.

From 1 July 2021, all applications to connect to non-trunk infrastructure will need to go through an Accredited Entity. [Read more about the A&C system on our website.](#)

Growing new business

Unitywater aims to have a reliable and diversified source of ongoing non-regulated revenue to offset costs and minimise price increases to our customers.

LANDING OPPORTUNITIES FOR REVENUE GROWTH

We are continuing to transform Unitywater-owned land that isn't required for our operations in order to maximise returns and offset future costs. Our development of a nine-lot subdivision in Maroochydore was completed in July 2019. Four of the lots have been sold and the remaining lots have been retained by Unitywater to generate revenue from leases.

STRATEGIC PARTNERSHIPS

Unitywater is exploring opportunities with other organisations with smaller customer bases who could leverage and benefit from the expertise we have in managing network leakage and providing 24/7 network monitoring.

PIPE AI MACHINE LEARNING TRIAL

Unitywater has partnered with Queensland tech company Pipe AI to leverage their expertise in artificial intelligence and automation to improve our asset management, particularly around pipe defect detection and failure prediction.

The partnership will facilitate the future development of Pipe AI – a software which uses machine learning to assess the condition of water and sewerage pipes.

Initial trials of Pipe AI have demonstrated the potential benefit of this technology, with the software accurately identifying and classifying faults from more than 3000 CCTV videos.

LAND LEASES FOR SOCIAL BENEFIT

Unitywater's 'Growing new business' program seeks to generate long-term revenue streams from its land portfolio while maintaining a commitment to providing social benefits to communities.

As part of this program, Unitywater has entered into a ground lease agreement with community group Youngcare.

Youngcare is a not-for-profit organisation creating choice and independence for people aged 18 to 65 with high care needs by providing fully accessible and age-appropriate living spaces.

STRATEGIC INVESTMENTS

In 2020, we finalised our first strategic investment with a minority share in a local service provider to the utilities, local government and transport sectors. Partnering with industry affiliates in this way improves efficiencies and enables us to reduce our operating costs which helps us advance towards our strategic goal to keep our prices low for our customers.

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4

ADDING
VALUE TO OUR
COMMUNITY

Supporting our communities

We strive to make positive contributions to people and organisations in our service region because we aim to be a valued member of our community.

RESILIENT, CONTINUED OPERATIONS

Despite COVID-19 restrictions easing in our community during the year, the continued effects of the pandemic reminded us how essential our services really are. At Unitywater, we relied on our strong business continuity plans to maintain delivery of our essential services, to keep our people safe and healthy and to make sure our work with communities, customers and suppliers was minimally impacted. This ensured our water and sewerage services to our customers remained unaffected. Our water supply also remained safe at all times, meeting strict *Australian Drinking Water Guidelines*. We also continued to drive our capital works program to enable our contracting partners to keep their workforce employed.

SUPPORTING OUR COMMUNITIES DURING TOUGH TIMES

In 2020-21, Unitywater provided discounted water and sewerage bills to 562 local sporting and community groups who meet our eligibility criteria. This amounted to a combined total saving of \$93,385 for these important community groups.

The long-lasting effects of the pandemic have put many people in our communities at higher risk of homelessness. To assist some of the most vulnerable in the community, Unitywater has continued to provide support to various organisations. We have provided over \$226,000 to assist essential community services through our community program in grants and partnerships. This included the Sunshine Coast Community Hub and crisis centre, which operated from the Sunshine Coast Stadium. The hub provided a variety of much-needed services including emergency food packs, meals, financial and housing advice, laundry facilities, showers, medical consultations and flu vaccinations.

This year Unitywater has partnered and offered support to many organisations. Some of these include Kids in Action, Save The Children, Salvation Army, Encircle, Sunny Street, Orange Sky, Redcliffe Breakfast Club, PCYC Caboolture, Kanyini Connections, Youturn, Zonta Club of Caloundra, Bamboo Projects, Bunya Bunya Aboriginal Corporation, Reset and Kookaburra Kids. We have also partnered with Twinnies Pelican and Seabird Rescue, Maroochyodre Surf Life Saving Club, Noosa Environmental Education Hub, Noosa Integrated Catchment Association, Oz Harvest Sunshine Coast and Wildlife Rescue Queensland.

COMMUNITY EDUCATION - MANAGING DROUGHT CHALLENGES

As an essential service provider, one of our key roles is to ensure our communities are well-educated on how to save water and what their target usage level is. Patchy rainfall across the year saw combined SEQ Water Grid storages fall below 60% in October 2020. It also challenged our offgrid communities in Dayboro and Kenilworth who experienced reduced water supplies.

We launched our Local Water Legends campaign in October 2020 to urge residents in our Unitywater community to target water use behaviours, reducing consumption to 150L per person per day and preparing people for water restrictions.

Two-time Suncorp Super Netball Champions, Sunshine Coast Lightning, also joined the Local Water Legends 'team' to help our message reach even more people in our region. Heavy rainfall in March and early April had a minimal impact on dam levels, and our Local Water Legends campaign continues to keep locals engaged with our water saving message as dam levels fell throughout the year. [Read more here about being a Local Water Legend.](#)

Supporting our communities *continued*

SCHOOLS EDUCATION PROGRAM

We have completed education presentations at 15 schools, with 1540 primary students across our Moreton Bay, Noosa and Sunshine Coast regions. These free, interactive classroom engagements include a fun Unitywater introduction, and provide information on the urban water-cycle and our environment with a focus on water saving, plastic waste and what not to flush down the toilet.

Unitywater also launched our Walter Smart and Friends program to primary schools in Term 2 of the 2021 school year, which includes a new live, in-school theatre water education program. The program is being trialled in partnership with Smart Approved WaterMark and Gibber Educational.

This year 20 schools took part in the program, reaching 4507 students. [Read more here on our website.](#)

CHILDREN'S BOOK LAUNCHED

Unitywater marked World Toilet Day on 19 November 2020 with the launch of a new children's book that educates people about what should and shouldn't be flushed.

The book, Harold the Hungry Toilet, was written by one of our own people, Water Industry Worker Andrew Hanifin. It is available at public libraries across our region. The book also featured at water industry events as part of Unitywater's broader education program. [Harold the Hungry Toilet is available to download on our website.](#)

ART TO ENHANCE OUR COMMUNITIES

We launched a community artwork trail map to inspire visitors and locals to enjoy our reservoirs, water towers and pump stations that have been transformed with vibrant murals. The ANZAC themed mural on the King Street Water Tower in Caboolture was completed in 2020, bringing joy to vulnerable residents living in a nearby aged care facility who were isolated from loved ones due to COVID-19. This project earned strong community engagement, with 3500 votes received for the winning mural design. The Beachmere Water Tower artwork was completed in May 2021 and was officially unveiled as part of the town's 150th anniversary. [View the community artwork trail map on our website.](#)

PREVENTING DOMESTIC AND FAMILY VIOLENCE

Unitywater's commitment to the prevention of domestic and family violence continues to support our customers, our community and our people.

We continued to partner with Australia's CEO Challenge (ACEOC) to provide workplace training and support the community through the Darkness to Daylight community event, raising awareness and funds to support ACEOC's critical work. In October 2020, 23 team members took part in Darkness to Daylight raising more than \$20,000 for ACEOC, and in May 2021, the Unitywater team again walked, ran and jogged 110km to support ACEOC in Darkness to Daylight, raising a further \$17,000. As a White Ribbon Accredited workplace, Unitywater recognised White Ribbon Day by bringing our people together in a virtual conversation to build awareness and share support resources. In April, Unitywater reconfirmed our commitment to White Ribbon, signing an agreement to commence the re-accreditation process.

Supporting our communities *continued*

COMMUNITY GRANTS PROGRAM

To support local groups in the Moreton Bay, Noosa and Sunshine Coast regions that help keep our community healthy, Unitywater has once again provided community grants this financial year. The grants program encourages applications for initiatives and projects that have a positive impact on local communities and their health. This year we provided financial support to 13 local groups to assist them with their missions. [Visit our website for more information on our community grants.](#)

uVOLUNTEER

We are proud to be able to offer our people a chance to make a difference in the communities in which they live. As an enhancement to our community program, our team members can support our community through our uVolunteer program. Every team member is given the opportunity to have one paid volunteer day each year.

This year uVolunteer opportunities included:

- › Christmas gift wrapping and hamper distribution
- › A working bee at a Women's Refuge
- › Clean up for the Hatchlings event
- › Clean Up Australia Day
- › Australian Red Cross blood donations

In total, 54 Unitywater people volunteered 205 hours to 8 organisations. We look forward to participating in more activities with COVID-19 restrictions eased.

COMMUNITY REFILL STATIONS

To help keep the community healthy and hydrated, we've been working with councils to install water bottle refill stations in popular recreational areas across Moreton Bay, Noosa and Sunshine Coast.

The refill stations not only provide hydration for our communities but also help the environment by reducing the use of single-use plastic and its impacts on waterways and wildlife.

We currently have 38 refill stations installed, and plan to install 12 more in the coming months. [View the community refill station map on our website.](#)

CONTAINER FILL STATIONS FOR OFF-GRID COMMUNITIES

To assist our customers who live in off-grid areas, we are continuing to install container fill stations in our regions. A new container fill station was installed in February 2021 at Highvale, in the Moreton Bay region. This adds to our container fill stations already in place at Cooroy, Nambour and Warner.

These stations allow residents who are not on town water to fill their own containers and then top up their water tanks when rainfall is low.

[View the container fill station map on our website.](#)

HELPING COMMUNITIES CLEAN UP

Early this year 697 people gathered to help clean up rubbish across 19 Sunshine Coast locations as part of the Sunshine Coast Council's Clean-up for the Hatchlings day. Various Unitywater team members assisted the clean up under our uVolunteer program.

Unitywater's Water on Tap Van was there to provide free water bottles and to offer water refills to keep volunteers hydrated. A total of 495 kilograms of rubbish was removed on the day. The Sunshine Coast Council event is run in partnership with Reef Check Australia, Sealife Sunshine Coast and Unitywater.

Unitywater volunteers also got involved in Clean Up Australia activities once again this year. We teamed up with Pipe Management Australia, Twinnies Pelican and Seabird Rescue, Noosa Integrated Catchment Association and the Noosa Environmental Education Hub.

Between two separate events, a total of 79 volunteers from various organisations collected 3340 items of rubbish, including micro litter and recyclables.

Caring for our environment

Unitywater is committed to protecting and enhancing the environment in which we operate, mindful of the positive impact we can have on creating sustainable liveability in our beautiful region.

KOALA POPULATION AT MURRUMBA DOWNS

Unitywater is supporting the survival and wellbeing of a koala colony at our Murrumba Downs Sewage Treatment Plant by teaming up with Endeavour Veterinary Ecology who study and look after the koala population. Koalas are being tagged to monitor their whereabouts and conduct regular health checks. About four koalas call the STP site a semi-permanent home. They are part of a colony of just under 100 koalas.

BLUE HEART

We continue to work with the State Government and Sunshine Coast Council with our Australian-first Blue Heart partnership. Blue Heart refers to an area of more than 5,000 hectares within the Maroochy River Catchment where a dedicated land and water management project will deliver a range of integrated environmental, social and economic outcomes. We also actively engage with our partners to keep the community involved and updated about the importance of Blue Heart. Our Yandina Creek Wetland forms part of the Blue Heart.

[Read more on our website.](#)

LEAK DETECTION

We aim to minimise water lost through leaks and bursts across our extensive network wherever we can. Not only does this help us to conserve and protect this precious resource, it also helps keep our prices as low as possible for our customers.

During the year we carried out active leak detection on approximately 1980 km of water mains, finding and preventing the loss of \$2.1 million worth of bulk water (assuming the leaks would have lasted for another six months before being reported). Our leak detection program continues to show great results, and has reduced our water losses by 5.5% since 2017-18.

Unitywater performed well in the Isle Utilities Water Leakage Benchmark, receiving praise for a five-year program of work focusing on water main renewals and/or replacements. This program will continue as customer awareness about the importance of water conservation grows.

CABOOLTURE RIVER NUTRIENT OFFSET PROJECT

Last year we completed a pilot restoration project at our Bellmere site on the Caboolture River. The nutrient offset works at the Bellmere site consist of stabilising a 250-metre section of eroding riverbank with the aim of preventing the soil and associated nutrients from entering the river. The stabilisation work is expected to prevent 2,397 cubic metres of soil from eroding per year and provide nutrient offsets of 1.51 tonnes of total nitrogen and 0.79 tonnes of total phosphorus per year which will be used as an offset to the mass load of nutrients discharged from the nearby Caboolture South STP. [Go to our website](#) for more information on the project.

YANDINA CREEK WETLAND

As property owners of Yandina Creek Wetland, Unitywater has overseen a transformation of this former cane farming land into a wetland. Wetlands are a natural way to remove nutrients and sediments from the river and this site offsets the nutrients discharged from nearby sewage treatment plants following treatment of the community's sewage. The 191ha wetland removes an estimated 5.3 tonnes of total nitrogen per year. The site is part of the Blue Heart area and partnership between Unitywater, Sunshine Coast Council and the Department of Environment and Science. In late 2020, we officially opened the wetlands to the community with a trail walk and bird watching hide, giving bird watchers the chance to spot more than 100 species. More information on the [Yandina Creek Wetland](#) is available on our website.

Investing in our service region

As the population continues to grow in our regions, Unitywater understands the importance of investment in our communities. We are looking to address population growth and service needs to benefit communities now and into the future.

FISHERMANS ROAD SEWER MAIN REPLACEMENT PROJECT

This year Unitywater brought forward the Fishermans Road sewer main replacement project to ensure reliable sewerage services for the community for the next 100 years. The project was originally scheduled to start in 2022. The project included replacing and realigning the sewer main with approximately 850 meters of new pipework installed in a highly used community area near the Fishermans Road Sunday Markets and Maroochydore Multi Sports Complex. A thorough community engagement process was undertaken and the project was successfully achieved in a short timeframe.

FINLAND ROAD CONSTRUCTION

To ensure water supply security to Coolum and surrounding areas, Unitywater is undertaking a \$10.5m project to upgrade infrastructure along Finland Road and remove the current above-ground water main. This critical piece of infrastructure will be 2.2kms in length with a 600mm diameter and will convey more than 3.3 gegalitres of potable water each year to supply to over 6000 properties.

WAMURAN IRRIGATION SCHEME

Wamuran offers ideal agricultural settings for the use of recycled water. Unitywater is working with a joint venture partner, to demonstrate the viability of delivering reliable, high-quality recycled water from our South Caboolture Sewage Treatment Plant to farmers in the Wamuran agricultural area for irrigation. This year the critical concept design has been approved. The scheme will provide farmers with 2.6 gegalitres per year of Class A Recycled water once constructed.

NOOSA SEWERAGE NETWORK IMPROVEMENT

A \$2.3 million project to augment approximately 1km of trunk sewerage infrastructure in the Lake Doonella region along Goodchap and Juron Streets, Tewantin provided the additional capacity required to meet demand. The project was completed in July 2020.

REDCLIFFE SEWAGE TREATMENT PLANT UPGRADE

Our Redcliffe Sewage Treatment Plant (STP) services residents and businesses in the suburbs of Rothwell, Kippa-Ring, Redcliffe, Clontarf, Scarborough, Margate and Woody Point. This year Unitywater has continued to progress with works on the \$39 million rehabilitation project at the Redcliffe STP. The project will reduce odour impacts on the local community and reduce environmental impacts.

KAWANA SEWAGE TREATMENT PLANT UPGRADE

Kawana Sewage Treatment Plant has seen a major upgrade which is now nearing completion. The upgrade has increased the capacity of the plant to cater to the rapid growth in the Caloundra South region. The plant now includes an advanced filter and activated carbon system to capture and treat odours onsite. Additionally, there is a new green electricity generator at the plant that runs on waste biogas and produces 33% of the site's power, helping to reduce Unitywater's carbon footprint.

Driving sustainability

Unitywater has developed a sustainability pathway that contains long-term goals that aim to further protect public health and contribute to sustainable services while addressing the challenges of population growth and changes in our environment.

SUSTAINABILITY PATHWAY

At Unitywater we aim to deliver innovative and environmentally sustainable solutions across our water and sewerage networks, treatment plants, facilities and fleet. These solutions reduce our energy consumption, reduce our carbon footprint, increase green energy production, reduce waste from sewage treatment plants going into landfill, reduce net nutrients going into our waterways, and increase recycled water use.

2050 SUSTAINABILITY TARGETS SET

ZERO net carbon emissions

ZERO net nutrients to waterways

ZERO waste from STPs to landfill

ZERO recycled water waste > 100% reuse

SUSTAINABILITY STEPPING STONES

In view of sustained high growth in our service area and the challenges we face from changes in our environment, we have set relevant short-term sustainability measures of success as stepping stones towards a more sustainable future.

By 2025 we aim to achieve the following:

Goal 1: **45%** carbon emissions reduction (baseline 2019-20)

Goal 2: **6,000 kg** Total Nitrogen diverted or offset from waterways (baseline 2019-20)
780kg Total Phosphorus diverted or offset from waterways (baseline 2019-20)

Goal 3: **100%** biosolids reuse/diversion from landfill

Goal 4: **15,000 MWh** renewable energy generation

PROGRESS MADE IN 2020-21

Goal 1: **45%** carbon emissions reduction (baseline 2019-20) – Unitywater is working towards setting up monitoring and reporting processes to track progress towards this goal.

Unitywater is focused on reducing its carbon footprint through a focus on renewable energy and energy efficiency.

Goal 2: **9,900kg** Total Nitrogen diverted or offset from waterways

1,400kg Total Phosphorus diverted or offset from waterways

Unitywater's program of nutrient reduction and offsetting initiatives is hitting short-term targets and going beyond. Key achievements include the ongoing nutrient offset benefits from the Yandina Creek Wetland site and Caboolture River nutrient offset stabilisation project at Bellmere (read more on page 24), and supply of recycled water for a variety of fit-for-purpose uses in the service region.

Goal 3: **100%** biosolids reuse/diversion from landfill – 100% achieved

Unitywater continued its focus on successfully reusing all biosolids to boost nutrients and organic matter in agricultural soils. Beneficial reuse such as this is an important resource recovery approach. Additional research and development initiatives were progressed during the year including a biosolids composting and farmland trial, where we are investigating the variability of composting biosolids to realise further soil enhancement and crop development opportunities.

Goal 4: **15,000 MWh** renewable energy generation – Unitywater is working towards setting up monitoring and reporting processes to track progress towards this goal.

Driving sustainability *continued*

ENERGY MANAGEMENT PLAN

In August 2020 we rolled out a new seven-year Energy Management Plan. The [Unitywater 2020–2027 Energy Management Plan](#) aims to save the equivalent of \$2.5 million per annum in energy costs, consumption and emissions by 2027, helping to keep customer bills as low as possible.

Solar panels have enabled the Kenilworth Sewage Treatment Plant to become energy neutral and a cogeneration plant is producing renewable energy to power our Kawana Sewage Treatment Plant.

Investigations have been undertaken with respect to the viability of solar and battery installations at our large sewage treatment plants. These investigations will continue into next year as we seek ways to utilise the sun's energy to power our treatment plants.

RENEWABLE PROJECT

Unitywater has been conducting a renewable energy trial exploring the gasification of biosolids at the Burpengary East sewage treatment plant.

This type of technology may be able to increase Unitywater's renewable energy generation, reduce its carbon footprint and reduce contaminants that we find within our biosolids. It also potentially provides an alternative biosolids management option, significantly reducing the cost of disposal to farmland.

This trial will continue into next year as Unitywater endeavours to determine the viability, costs and benefits of this technology.

WATER MATTERS

Unitywater's Water Matters program is enabling us to work with our partners and the community to develop a long-term plan for a healthier, more liveable future to 2051.

Our Water Matters consultation commenced with our Sunshine Coast and Noosa communities in April 2021. The consultation gathered feedback to guide how water supply and sewerage services are delivered, how key waterway catchments are managed, and what new and sustainable options can be explored in the future to support the environment and a growing community.

Water Matters will lay the foundations for working towards outcomes for 2051. Unitywater's Water Matters is being developed in partnership with Sunshine Coast Council and Noosa Council.

PARTNERSHIPS – WATERSTART AND WATER SERVICES ASSOCIATION

Building strategic partnerships is helping us to improve services to our customers, drive innovation and deliver wider industry benefits. Unitywater has forged two such partnerships with WaterStart and the Water Services Association of Australia's W-Lab. These collaborations connect us to a global network developing and sharing innovative solutions to industry challenges.

PASSIVE AERATION

Unitywater launched an innovation trial this year to investigate the energy and cost-saving benefits of an emerging sewage treatment technology called passive aeration.

Conventional sewage treatment processes, which remove organic matter and nutrients from wastewater, are energy intense, due to the need to add large volumes of air into the treatment process.

This emerging technology helps to save energy by aerating in a more passive way while still reducing nutrients to a compliant level.

Planning for future growth

We have a responsibility and a commitment to sustainably plan and build new or upgraded water and sewerage infrastructure to meet the needs of our growing region.

CABOOLTURE WEST NEIGHBOURHOOD DEVELOPMENT PLAN 1

This year we worked towards securing \$10.5 million in loan funding from the State Government to build water and sewerage networks for a development in Moreton Bay. Leading the initiative, Unitywater will be working with the Department of State Development and Planning, Moreton Bay Regional Council, Department of Transport and Main Roads and multiple landowners for the Caboolture West Neighbourhood Development Plan 1 (NDP1).

The NDP1 will establish the water and sewerage infrastructure required to enable future growth and development in the Caboolture West region.

The \$10.5 million comes from the Building Acceleration Fund in the form of an interest-free loan with a 15-year term. The funds will go towards delivering water supply, sewerage networks and a sewerage pumping station.

CALOONDRA SOUTH AND PALMVIEW

We are undertaking three projects in the City of Aura in Caloundra South and Harmony Estate in Palmview, to meet growing population needs. The three projects total more than \$152 million and are scheduled to be completed by 2024.

AURA

To meet population demands, we have started planning works on the Aura Water Project which will provide potable water to the continual Aura development.

The Aura Sewerage Project will collect sewage and transport it for treatment at the Kawana Sewage Treatment Plant.

Detailed design of both these water and sewer projects is expected to be complete in late 2021, with construction scheduled to start late 2022.

HARMONY

As the Palmview area continues to grow, we are working on plans to provide essential utility services to people in this community, including constructing a new water main and reservoir at Tanawha. Detailed design is expected to be complete in late 2021.

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5

BETTER
AND SAFER
TOGETHER

Creating a healthy work experience

We will be better and safer together by creating a healthy work experience that ensures strong support for the health, safety and wellbeing of our valued team members every day.

PROUDLY INCLUSIVE

Unitywater made strong progress through the year towards achieving our diversity targets.

	Actual 2020-21	Target 2020-21
Female participation	38%	40%
Females in leadership	41%	46%
Age diversity – people under 35 years	20%	21%
Diversity of hire in key technical and trade pathways	54%	62%

Diversity and inclusion are important aspects of who we are. We are dedicated to creating a community grounded in respect, appreciation and celebration of individual differences. Our workplace is proud to embrace individuality, embedded in our One Team value. This year we have supported and celebrated many events centred around our diversity and inclusion values. These included International Men's Day, RUOK Day, White Ribbon Day, International Women's Day, National Reconciliation Week, International Day of People with Disability and Cultural Diversity Month.

GENDER PAY EQUITY

Unitywater continues to work to reduce our gender pay gap, which has been consistently below 5% since 2016. As at 30 June 2021, the overall pay gap was 4.7%, compared to an industry rate of 14.5% (Workplace Gender Equality Agency Electricity, Gas, Water and Waste Services 2020 benchmark).

PERFORMING AT OUR BEST

Unitywater continues to find ways to streamline processes and identify operational efficiencies to positively transform the working lives of our people. In November, we began to implement the first of many system upgrades as part of Program PERFORM to modernise our people, payroll, finance and procurement, training and development and performance planning systems. PERFORM represents the most significant investment in our people technologies in Unitywater's history.

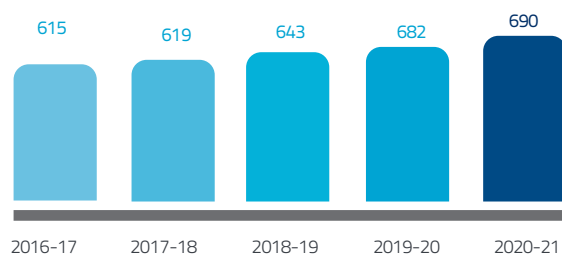
APPRENTICESHIP PROGRAM

This year we welcomed two First Nation apprentices to Unitywater who are working to become qualified Electricians. Joining our Mechanical and Electrical team, Unitywater will support them through their four-year Certificate III in Electrotechnology Electrician as well as provide practical experience from our talented workforce to become specialists in the electrical trade field.

TEAM MEMBER PROFILE

At the end of the financial year, Unitywater employed 690 full-time equivalent staff, with a broad range of professional, paraprofessional, technical and trades skills and competencies.

FULL-TIME EQUIVALENT EMPLOYEES



Creating a healthy work experience *continued*

GRADUATE DEVELOPMENT PROGRAM SUCCESSES

At Unitywater, we are passionate about bringing the brightest talent and fresh ideas into our business. Our Graduate Development Program is an opportunity for us to welcome new graduates each year, across a variety of disciplines. Unitywater is committed to supporting our 12 graduates currently in the program by helping them to work on innovative projects to solve real life challenges in our network, providing them mentoring and helping them to grow their professional and leadership skills by partnering with Engineers Australia. Recruitment for our 2022 program commenced in April, with a targeted approach for engineers driven to work in the water industry.

VACATION STUDENTS AND OTHER REGIONAL CAREER OPPORTUNITIES

Unitywater continues to empower outstanding and deserving students at the University of Sunshine Coast by awarding an Engineering Scholarship and Bright Future Scholarship. These scholarships financially assist students to complete their studies and forge their entry pathway at Unitywater through our summer vacation program.

Additionally, Unitywater offers university students the opportunity to work in our summer vacation program and receive 12 weeks of paid, real-world work experience.

WATER INDUSTRY WORKER CAREER PATHWAYS

Unitywater's Water Industry Worker (WIW) program gives our field-based essential workers access to nationally-recognised qualifications and the ability to grow their knowledge and skills in the water industry. There are five progression levels from entry level to frontline supervisor, and the program offers on-the-job training for a range of qualifications and licences. Unitywater continues to invest in this program, particularly to provide ongoing refresher training to ensure skills are up to date and to enable the transfer of invaluable knowledge from experienced, senior WIWs to those who are new to the industry.

INNOVATE RECONCILIATION ACTION PLAN

Our Reconciliation Action Plan (RAP) has initiated an internal network for Aboriginal and Torres Strait Islander team members to come together on a regular basis to get to know and support each other and to provide advice and input on RAP initiatives. Unitywater's RAP includes initiating a cultural learning and virtual yarning circle for key leaders, with plans to roll this training out to the whole organisation in 2021-22. Our leave policy also has been updated to allow for Aboriginal and Torres Strait Islander team members to access bereavement leave according to kinship rules. We are also currently in the process of developing an Aboriginal and Torres Strait Islander Employment, Retention and Professional Development Strategy.

EPMO – DEVELOPING OUR PROJECT MANAGEMENT CAPABILITY

This year we formed our Enterprise Portfolio Management Office (EPMO). The EPMO operates at a strategic level to provide enterprise-wide guidance for portfolio, program and project management, governance, tailored approaches, modern and contemporary tools and techniques necessary for the delivery of strategic goals through projects.

Our people go home safe every day

SAFELY ENABLING OUR ESSENTIAL WORKERS THROUGH COVID-19

Our people adapted well to working remotely last year, with a smooth transition back to working in the office in 2021. We have continued to offer flexibility to our people to allow working remotely days and our office environments are equipped with COVID-safe systems including distancing desks, hand sanitiser stations, and masks. We have implemented an easy-to-use mobile application for our people to allow desk booking at any of our working locations.

Informed by state and federal government guidelines, we continue to use our new work procedures and protocols to keep everyone safe. We have enabled safety protocols for our field workers and continued to share timely and relevant COVID-19 updates with all our people to keep them safe, connected and informed.

SAFE WHEN WORKING ALONE

People working alone often face higher risks to their safety and in our core business we understand that many of our people are required to work individually at times across the region at all hours of the day and night. In March we introduced a new app to our people to help team members stay safe when working alone. The "Safe When Working Alone" app will ensure our people's safety when isolated on a job, through timed sessions and the availability of a panic button to raise an instant alarm if needed. These alarms are responded to by our Control Room team.

CREATING BETTER TOGETHER

Creating Better Together, our organisation's cultural transformation program, has allowed us to better understand our current culture, particularly in relation to safety. In October 2020 Unitywater launched a series of learning programs for team members and leaders in the organisation to refresh our workplace culture and how we want to work together.

Lead to Shape is aimed at our leaders to help them create a culture based on trust, mateship and active care.

The Shape program is delivered through facilitated workshops that are designed to empower team members and leaders to take control of their safety.

- providing insight into the way our brain works, our thinking, our attitudes and values
- providing the tools to take control of our thinking and feelings to improve the results we get in our life, especially regarding safe outcomes.

COLLABORATIVE SAFETY IMPROVEMENT PLAN WITH CONTRACTORS

Through our Creating Better Together program, we are striving to create an organisation that is Better and Safer Together. Unitywater has made a significant change in its commitment to improving safety maturity to help strengthen the organisation's culture and improve safety performance - and this includes working collaboratively with our contracting partners.

In April we finalised our Collaborative Safety Management Improvement Plan (CSMIP) which was signed by our Unitywater Contractor Representatives. The plan identifies the safety initiatives, targets and performance indicators that will be established, monitored and reviewed across our operations.

It is an agreed initiative between Unitywater and its contracting partners to ensure all our team members go home safely at the end of every day.

Our people go home safe every day *continued*

ACTIVE RISK MANAGEMENT FRAMEWORK

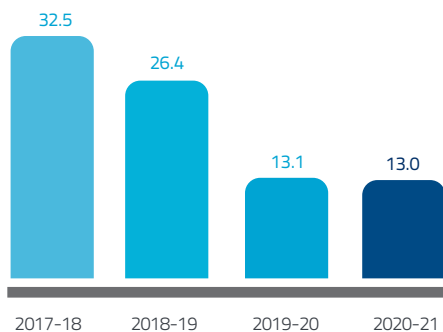
Unitywater’s risk management, including the associated framework used by the organisation, was nominated as a leading practice by Isle Utilities as part of the 2020 Water Services Association of Australia (WSAA) Asset Management Customer Value Benchmarking project.

The introduction of a risk management system and framework now provides project managers with a reference point when trying to identify and capture risks, issues and opportunities and also allows for streamlined, customised reports to be accessed by decision-makers.

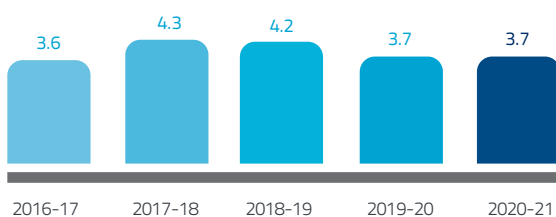
SAFETY

Unitywater is improving our safety culture through the Creating Better Together behavioural safety program (more on page 32). The program focuses on addressing safety attitudes and behaviours so that team members take personal accountability and become safety leaders shaping a more constructive culture of mateship at Unitywater.

TOTAL RECORDABLE INJURY FREQUENCY RATE per million hours worked



LOST TIME INJURY FREQUENCY RATE per million hours worked



OCCUPATIONAL HEALTH AND SAFETY ACCREDITATION

In early 2021, Unitywater successfully transitioned from its previous independently certified Occupational Health and Safety Management System (ISO 48001 : 2018) to the new international standard (ISO 45001 : 2018). The ISO 45001 : 2018 specifies requirements for an occupational health and safety management system to enable organisations to provide safe and healthy workplaces for its team members, contractors, visitors and others that can be impacted by its operations.

Following the audit process and successful transition, the auditors concluded that our organisation has established and maintained its management system in line with the requirements of the standards. The certification is through DQS Certification AUSNZ Pty Ltd.

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GOVERNANCE

Risk management and accountability

Our business-wide approach to identifying, prioritising and managing risks underpins Unitywater's commitment to good management and corporate governance.

Unitywater aligns our approach to risk management with the framework outlined in AS/NZS ISO 31000: 2018 Risk Management – Principles and Guidelines.

CLIMATE AND VARIATION RISK

The ongoing impact of climate variation exposes Unitywater to a variety of risks relating to both the operation of our assets and the security of water supply. We have undertaken a range of programs and activities to ensure we are able to continue performing our functions.

These include a review of analysis of the 100-year inundation and water levels to identify Unitywater assets which may be affected by flood and rising sea levels, commencement of adaptive infrastructure planning, development of critical plans including Drought Management Plan, Emergency Response Plan, Business Continuity Plan, Water Matters Plan and Leakage Management Plan.

CYBER SECURITY RISK

Unitywater remains vigilant to the cyber security risks that are ever present in the world today. This year, we have undertaken a range of activities to strengthen the security of our information systems including upgrades and enhancements to network security, corporate firewalls and backup recovery environments as well as improvements to team member training, reporting and governance of security practices, policies and standards. Unitywater is continuing to invest in strengthening the security of information systems and information assets. A further cyber security program is in progress aligned to the Australian Cyber Security Centre's Essential 8 and the NIST Cyber Security Framework. This program will further improve the security of our information systems and information assets through training, identity and access management, policy and process, monitoring and reporting, information and data protection, and maintenance and vulnerability management.

Risk management and accountability *continued*

INTERNAL AUDIT

Unitywater has an internal audit function to provide assurance to the Board that our financial and operational controls manage our risks, achieve our objectives and that we operate in an efficient, effective and ethical manner and in accordance with the *Financial Accountability Act 2009*. Internal audit is undertaken by independent auditors who work to an annual strategic plan that has been approved by the Audit and Risk Committee and which aligns with the Internal Audit Charter and the Treasury's Audit Committee Guidelines. The annual strategic plan has regard for Unitywater's strategic risk profile, previous audits, industry insights and the Queensland Audit Office key focus areas.

In 2020-21 the internal auditors successfully completed audits identified in the annual plan. The internal audit function was conducted independently of management, and authorised auditors and the deployment of the program had due regard to Queensland Treasury's Audit Committee Guidelines.

EXTERNAL AUDIT

The Queensland Audit Office is Unitywater's external auditor under the terms of the *Financial Accountability Act 2009*. It is responsible for auditing Unitywater's financial statements (see the opinion at page 98).

No other government body has issued any other external scrutiny reports regarding our operations during the reporting period.

CODE OF CONDUCT

Code of Conduct aligns to the ethics principles and ethics values in the *Public Sector Ethics Act 1994*. Unitywater's Code of Conduct describes these principles in terms of the values that guide our behaviours and the way we treat each other. Unitywater is committed to creating and maintaining an environment which is professional, responsive, safe and free from any form of unlawful or inappropriate behaviour.

Code of Conduct training is provided to all new starters as part of their induction training and retraining is undertaken every two years. Unitywater will continue to ensure that its team members actively participate in all training concerning the Code of Conduct to ensure that these principles are instilled in all aspects of the organisation.

All Unitywater team members are responsible for implementing the Code of Conduct and ensuring that their behaviour reflects Unitywater's values and the standards of conduct described in the Code of Conduct. This includes in the use of Unitywater systems, tools and property.

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 www.data.qld.gov.au

Risk management and accountability *continued*

INFORMATION SYSTEMS AND RECORD KEEPING

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

All staff are aware of their records keeping responsibilities as documented in the Corporate Records Management Policy. Unitywater's records are managed by appropriately skilled staff supported by well documented policies and procedures.

Unitywater is continuing to improve its records management by digitising legacy physical records as part of our records management digitisation program. While all records created digitally are managed digitally throughout their life cycle, Unitywater's records disposal program uses approved retention schedules and records are destroyed in a secure and defensible manner.

Unitywater continues its commitment to quality information and records management by embedding information security management standards and protocols to mitigate risk and meet the challenge of evolving technologies, the increase of large, complex data sets and its obligations under the Public Records Act 2002, and the whole-of-government record governance policy and guidelines.

Unitywater's information systems are maintained, supported and monitored for system performance and any potential security breaches. Appropriate protocols are in place to manage and respond to unforeseen incidents.

HUMAN RIGHTS

We have undertaken a thorough review of our policies and procedures based on the Human Rights Act 2019. Training programs and information sessions were held across the business and new protocols made available to guide key decision makers. Since 1 January 2019, Unitywater's major contracts include Human Rights Act 2019 requirements. Non-compliances are reported to the Board on a quarterly basis as part of our compliance reporting. At 30 June 2021, Unitywater received two Human Rights complaints. Each of these complaints was investigated, and an explanation provided to each complainant.

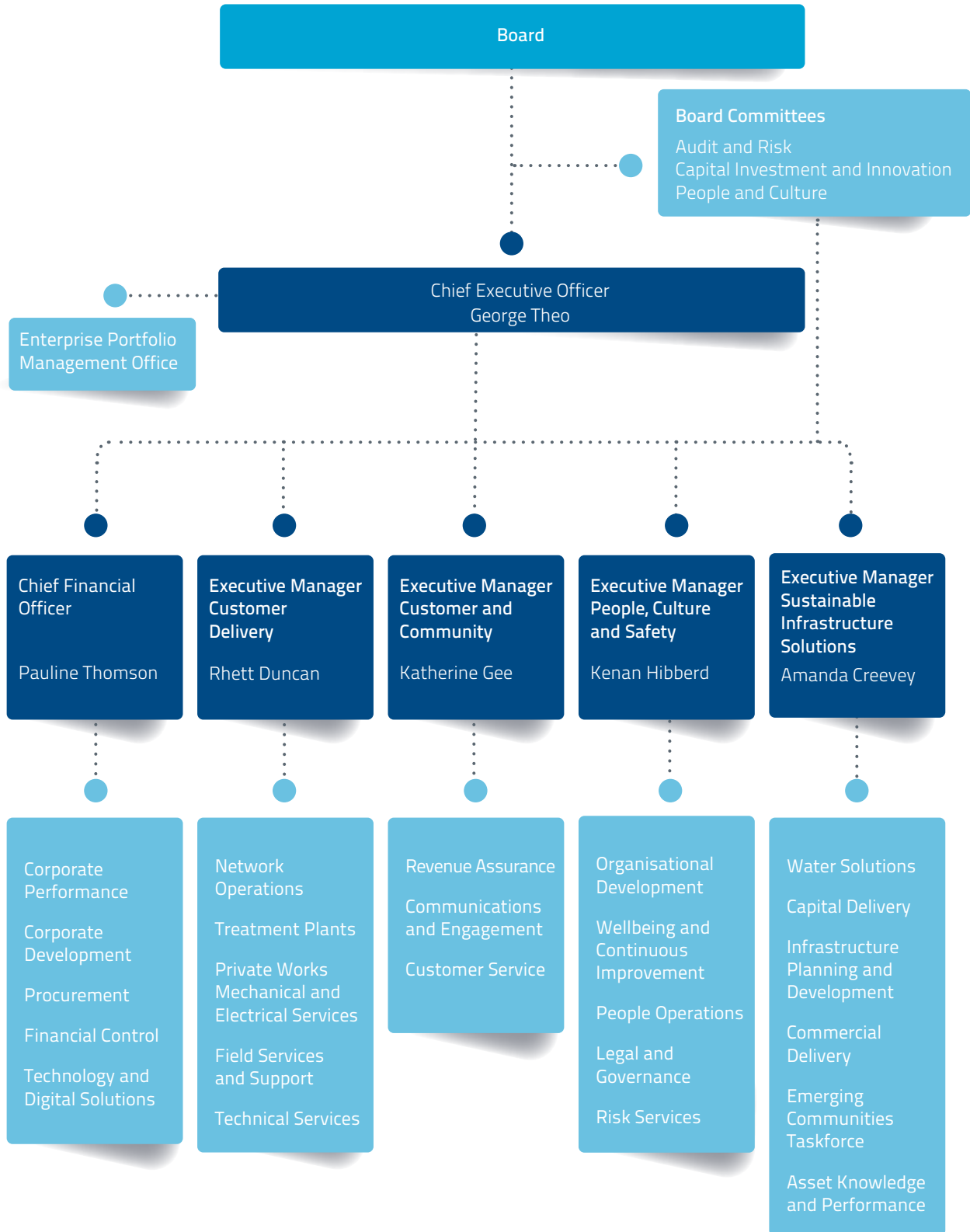
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7

OUR
STRUCTURE

Our organisational structure

AS AT 30 JUNE 2021



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.

MICHAEL ARNETT

BCom, LLB (Chairman from 1 Oct 2020)

Michael has significant experience in the corporate, commercial, mining and natural resources (including water), banking, finance and securities sectors. He was previously a Board member of Unitywater (from 2009 to 2012) and of Seqwater (from 2012 to 2019). Michael is the Chair of Genmin Limited and a Board member of, amongst others, NRW Holdings Limited and Queensland Energy Resources Limited.

MEGAN CORFIELD

BCom, BA (Econ), GAICD (Joined the Board in October 2020)

Megan is a strategic businesswoman and leadership coach with 25 years of executive and governance roles across utilities, sustainability, professional services, government, and major events. Megan serves on the boards of Altogether Group, Infracore and the Brisbane Grammar School and has previously served on the Tourism and Events Queensland, GOLDOC (Commonwealth Games Organising Committee) and Urbis Boards.

Megan has a proven record in delivering new business value from strategy development to operational execution, negotiating and integrating mergers and acquisitions and building high performance teams.

SARAH ZELJKO

LLB, GAICD, GAIST (Joined the Board in October 2020)

Sarah brings to Unitywater almost 20 years' of extensive executive, operational, governance and advisory experience. She is a non-executive director of Powerlink, Energy Super, Millovate, Stockyard Beef, LogiCamms and holds several advisory roles. She has a record of delivering revenue growth

in large corporations through developing and executing corporate strategy, negotiating commercial agreements, capital raising, M&A, construction, infrastructure and project management across complex multi-million dollar transactions.

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 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.

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 bioproducts 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.

Our Board *continued*

FORMER BOARD MEMBERS

JIM SOORLEY AM

BA (PSYCH), MA (ORG PSYCH)

Chairman – retired 30 September 2020

Jim was the founding Chairman of Unitywater, retiring in September 2020 after a decade in the role. Jim was Lord Mayor of Brisbane from 1991 to 2003. He is the Chairman of CS Energy and also served on the Board of resources company TerraCom as a non-executive director from 2017-2020.

SHARON DOYLE

LLB (Hons), BIT (Dist), Grad Dip Bus Admin, GAICD

Board Member – retired 30 September 2020

Sharon is the Executive Chair 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.

Our Board *continued*

As of 1 October 2020 the Sustainability and Innovation Committee (SIC) merged with Capital Works Committee (CWC) to create our Capital Investment and Innovation Committee (CIIC).

Committee	Chairperson	Members	Frequency of meeting
Audit and Risk	Megan Corfield	Sarah Zeljko, Michael Arnett	Quarterly
This 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.			
Capital Investment and Innovation	Michael Williamson	Michael Arnett, Fiona Waterhouse	Bi- Monthly
This committee reviews and oversees Unitywater's annual program of capital works while also providing direction on sustainable investment strategies and innovation that informs long-term sustainability goals.			
People and Culture	Fiona Waterhouse	Sarah Zeljko, Megan Corfield	Mar, Jun, Sept
This committee supports the Board by conducting detailed examination of Unitywater's annual corporate objectives and the remuneration framework for all our team members. It assists the Board to meet its decision-making obligations under the incentive framework for senior team members. The committee also provides oversight and direction on Unitywater's strategic workforce and culture transformation programs.			

BOARD MEETING ATTENDANCE 2020-21

Member	Board		ARC		PCC		CWC		SIC		CIIC	
	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended
Jim Soorley	3	3	-	-	1	1	1	1	1	0	-	-
Sharon Doyle	3	3	1	1	1	1	-	-	-	-	-	-
Michael Arnett	10	10	4	4	1	1	1	1	-	-	6	6
Mike Williamson	10	10	-	-	-	-	1	1	1	1	6	6
Fiona Waterhouse	10	10	1	1	2	2	-	-	1	1	6	6
Megan Corfield	7	7	3	3	2	2	-	-	-	-	-	-
Sarah Zeljko	7	7	3	3	2	2	-	-	-	-	-	-

Our 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), FIEAust, CPEng, NER APEC Engineer
IntPE (Aus), 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 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.

KENAN HIBBERD

BCom, FAHRI
EXECUTIVE MANAGER - PEOPLE, CULTURE AND SAFETY

Kenan has 30 years of experience in human resources and safety leadership in both public and private sectors. He has held senior management positions in national and international organisations in the industrial services, engineering, logistics and health sectors.

AMANDA CREEVEY

BA, Dip People Leadership, Dip Public Safety, GAICD
EXECUTIVE MANAGER -
SUSTAINABLE INFRASTRUCTURE SOLUTIONS

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.

RHETT DUNCAN

BEng (Civil), MBA, GAICD
EXECUTIVE MANAGER - CUSTOMER DELIVERY

Rhett has more than 15 years' leadership experience at executive and general management levels. He is responsible for Unitywater's safe and efficient operation of the water supply and sewerage systems to provide reliable services to customers.

Rhett has previously worked in Waste Management, Transport Infrastructure and Construction Materials and led teams in challenging and changing business environments.

KATHERINE GEE

BBus (Acc), LLB, CA, GAICD
EXECUTIVE MANAGER - CUSTOMER AND COMMUNITY

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.