



2

THE YEAR IN
REVIEW

Our biggest wet weather incident

In late February 2022 an extreme weather event caused flooding and widespread damage throughout South East Queensland. This incident had an emergency impact on our customers, experiencing challenges not previously seen. Through this extreme weather Unitywater worked with customers and within our communities in an effort to keep essential services running.

Unitywater’s Incident Management Teams, crews and contractors worked around the clock for our customers, responding to multiple, simultaneous incidents, including: a water outage affecting 2000 people in Beachmere, a 20-metre section of road at White Patch washing away – taking the main water supply line pipes in Nambour and Water Treatment Plants offline in communities not connected to the water grid.

“I couldn’t be prouder of our people in the way they responded to such a large number of issues across our water and sewerage networks. There were times where we thought we might be getting on top of things and then another incident would occur – we were expanding our attention to multiple issues across multiple regions, all at the same time. Our Incident Management Teams, crews and contractors worked day and night through the event and the following weeks. An incredible achievement, and a testament to our teams, that during this peak we had no recordable injuries to our people or contractors.”

Executive Manager Customer Delivery,
Rhett Duncan



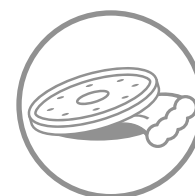
2,484

emergency calls
(1,558 during event, 926 during recovery)



2,393

work orders
(740 during event, 1,653 during recovery)



351

manhole overflow events

Building on resilient foundations

From the COVID-19 pandemic to enduring the biggest wet-weather emergency in our history, Unitywater has evolved, stronger, smarter and more resilient than ever.

Our dedicated and skilled team members once again went above and beyond for customers this year, further demonstrating our agility, responsiveness and resourcefulness.

Our forward planning has proven its value. Following the wet weather event, we undertook damage assessments across our fleet of more than 1000 water and sewage assets, with only minor damage noted on 85 assets. Whilst we did experience electrical outages due to the intensity of the weather, our electrical assets remained resilient with not a single switchboard requiring replacement after the weather event. This demonstrates the value and benefit in our switchboard renewal and upgrade program which has renewed and elevated (where appropriate) over 100 switchboards over the last five years to avoid consequences of extreme weather.

Prior to this year's wet weather event, we had already established an inflow and infiltration inspection program. Through the forward planning required for this program, we were able to identify sewer network defects that would lead to stormwater inundation. To date, this program has inspected over 4000 properties and found nearly 900 defects. Of those defects 50% have been resolved, further reducing the risk of stormwater disrupting our sewer network operations.

From performance during general operations, to extreme weather events, our assets have proven to be reliable, resilient and well placed to service our communities now, and into the future.

We operate in one of the fastest growing areas of Australia, providing water and sewerage services to three council regions that are home to 16.4% of Queensland's population.

With our local population forecast to grow from 800,000 in 2016 to 1.2 million in 2036, it's more important than ever that we continue to focus on planning to meet the region's future needs in an economically and environmentally sustainable way.

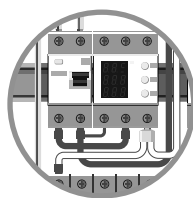
We are actively investing in water and sewerage infrastructure to serve new and emerging communities. We will continue to upgrade and invest in sewerage and water supply infrastructure in ways that keep us at the forefront of environmental practices.

Having kept our customers safely connected to essential services during not one, but two, unprecedented extreme weather events in the past two years and strengthening our one-team spirit while we did so, we are ready for the challenges and to face and embrace future challenges and opportunities



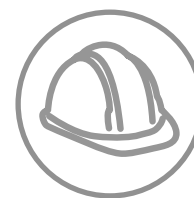
LESS THAN **5**

breaks per 100km of water main



0

switchboard losses from 2300 assets



112

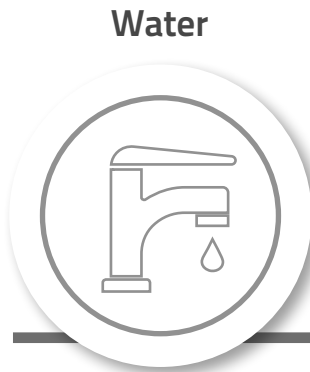
assets recording damage from 1000+ assets on facilities

Our performance on core services

99.94%
ACHIEVED

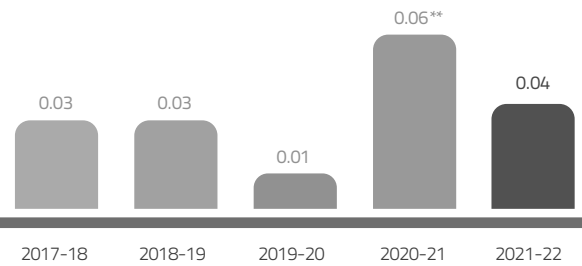
Bacteriological compliance with Public Health Regulation 2018

TARGET >99%



DRINKING WATER QUALITY COMPLAINTS per 1000 connected properties

*INDUSTRY MEDIAN = 1.0



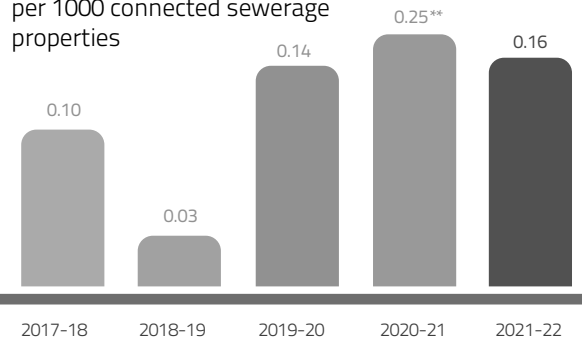
96.6%
ACHIEVED

Sewage treatment plants met licence requirements

TARGET >99.9%



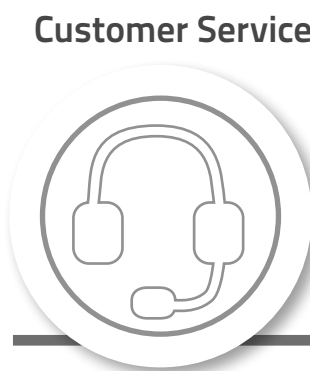
ODOUR COMPLAINTS per 1000 connected sewerage properties



75%
ACHIEVED

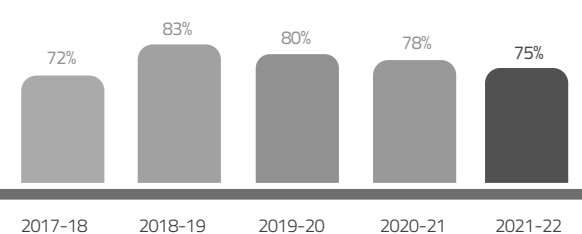
Grade of service

TARGET = 82%



CALLS ANSWERED BY AN OPERATOR within 30 seconds (%)

*INDUSTRY MEDIAN 66.6%

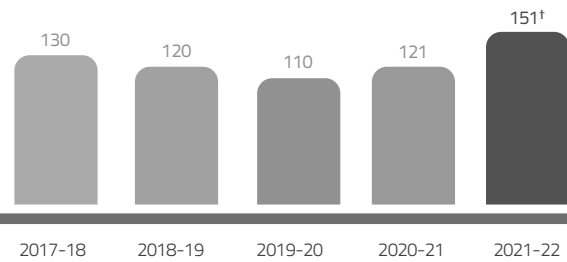


*Australian utilities with 100,000+ connected properties (National Performance Report 2020-21 Urban Water Utilities).

**Despite service levels remaining stable, water and sewerage complaints increased from 2020/21 to 2021/22, 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.

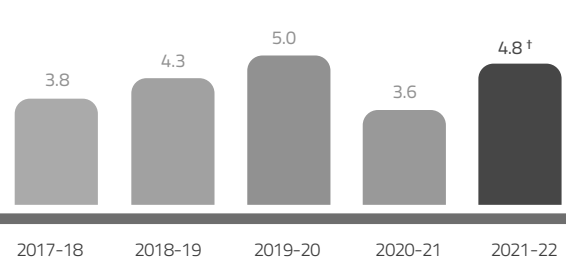
AVERAGE DURATION OF AN UNPLANNED WATER OUTAGE (MINUTES)

TARGET <110 *INDUSTRY MEDIAN = 147

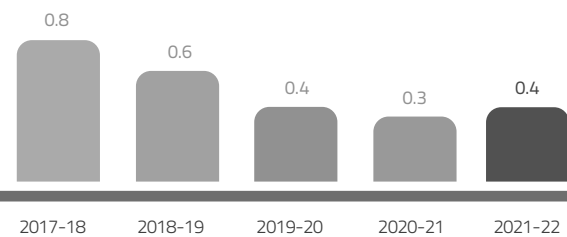


WATER MAIN BREAKS AND LEAKS per 100 km of mains

TARGET <4.3 *INDUSTRY MEDIAN = 20.2

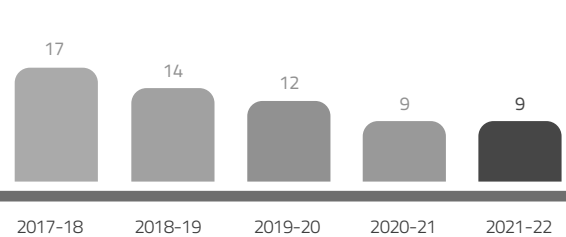


DRY WEATHER SEWAGE OVERFLOWS Monthly average per 100 km of main



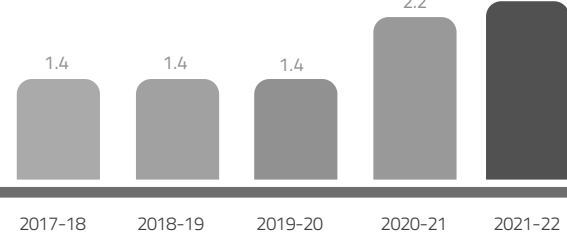
SEWER MAIN BREAKS AND CHOKES per 100 km of mains

TARGET <20 *INDUSTRY MEDIAN = 30



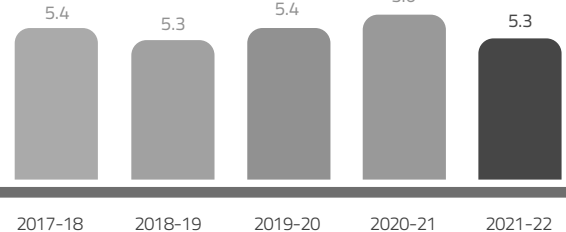
WATER AND SEWERAGE COMPLAINTS per 1000 properties

TARGET <1.9 *INDUSTRY MEDIAN = 4.1



CUSTOMER EASE SCORE Customer-initiated contact

SCORE OUT OF 7 TARGET 5.7



[†]These increases are the result from the immediate and trailing impact of wet weather events.

*Australian utilities with 100,000+ connected properties (National Performance Report 2020-21 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.

Delivering our core services

NOOSA SEWER CLEANING

Unitywater cleaned and inspected Noosa's sewerage pipes in February, following the busy holiday period. This type of preventative maintenance, particularly in areas that welcome high volumes of visitors to our region helps avoid future sewage odours and overflows, thereby minimising environmental impact.

WATER QUALITY CERTIFIED AGAIN

Unitywater was audited and successfully recertified for the International Food Safety Certification ISO 22000 this year. Unitywater was the first distributor-retailer in South East Queensland to receive the certification, which is for our Drinking Water Management System. ISO 22000 certification provides additional assurance to our customers that we manage and supply water quality to the highest standards. Unitywater's other ISO accreditations include our laboratory, which is accredited under the National Association of Testing Authorities (NATA) to AS ISO/IEC 17025-2005. We are third party certified to the Quality Management ISO 9001, Environmental Management ISO 14001 and Occupational Health and Safety ISO 45001.

WAMURAN IRRIGATION SCHEME

Construction on the Wamuran Irrigation Scheme began in March 2022. This significant project is being delivered by the Wamuran Irrigation Scheme Joint Venture, made up of Pensar Project Infrastructure, Twin View Turf and Pinata Farms.

The recycled water scheme will provide year-round water security for a number of Wamuran farmers while sustainably managing wastewater from the Caboolture South Sewage Treatment Plant (STP). The Scheme will supply high-quality recycled water to irrigate turf and crops and will help us meet our 2050 sustainability goals of zero nutrients into our waterways. Read more about the [Wamuran Irrigation Scheme](#).

CABOOLTURE WEST NEIGHBOURHOOD DEVELOPMENT PLAN

Unitywater continues to work closely with the Queensland Government, Moreton Bay Regional Council, other service providers and developers to progress planning and delivery of water supply and sewerage infrastructure to the Caboolture West Neighbourhood Development Plan 1 (NDP1) area.

There has been a collaborative approach between developers and Unitywater this year to design and prepare tender documents for the delivery of major infrastructure to connect NDP1 to Unitywater's networks.

The State Government have recently announced a new Growth Acceleration Fund which has been created to support the development of new communities like Caboolture West. The fund has already allocated \$15 million to delivery of water and sewer infrastructure in Caboolture West. Unitywater will continue to work with the Queensland Government to ensure the timeline and efficient delivery of this critical infrastructure to enable the development to commence and the associated economic benefits to flow to the community.

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 2050.

The plan will help 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 2050. Unitywater's Water Matters is being developed in partnership with Sunshine Coast Council and Noosa Council.

FISHERMANS ROAD SEWER MAIN REPLACEMENT

Unitywater finished replacing the sewer main on Fishermans Road, Maroochydore in August 2021.

Delivering our core services *continued*

The existing sewer main was built in 1977 by the then Maroochy Council however ground conditions had accelerated aging of the pipework. The new sewer was installed using directional drilling and realigned underneath the Maroochy Sports Complex.

AURA WATER AND SEWER PROJECTS

The Aura development in Caloundra will be home to more than 15,000 people and a third of the region's retail, commercial and industrial development by 2025. To meet these future demands, we progressed planning of the Aura Water Project, which will provide potable water to the development area and the Aura Sewer Project, which will collect and transport sewage to the Kawana Sewage Treatment Plant. Detailed design of both projects was completed in early 2022. Contracts are expected to be awarded in early 2023 with construction scheduled to start in 2023.

HARMONY WATER PROJECT

As the Palmview area continues to grow, we are working on plans to provide new water infrastructure to the 20,500 residents who will live in the Harmony estate by 2026. Detailed design for the construction of a new water main and reservoir at Tanawha was completed in late 2021. Contracts will be awarded in 2022 with construction scheduled to start early 2023.

STP UPGRADES

Work progressed on upgrades to our Sewage Treatment Plants (STPs) to keep the network in top operating condition.

Our Redcliffe 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 plant upgrade project at the Redcliffe STP. The project will reduce odour impacts on the local community and reduce environmental impacts.

Upgrades to the Maroochydore STP and Murrumba

Downs STP have also progressed.

Design and some early works are progressing for major upgrades to the Burpengary East STP, Brendale STP and Coolum STP to keep pace with our rapidly growing region.

PARTNERSHIPS – WATERSTART AND WATER SERVICES ASSOCIATION OF AUSTRALIA

Building strategic partnerships is helping us to improve services to our customers, drive innovation and deliver wider industry benefits. Unitywater has continued to develop 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.

STREAMLINING SEWAGE TREATMENT OPERATIONS

Work is underway to return the operation and maintenance of our Noosa and Redcliffe sewage treatment plants (STPs) to Unitywater by 1 December 2022 to leverage the skills and capabilities of our own STP operators in all 17 of our plants. The transition to Unitywater is a proud moment for our people as it confirms that our internal efficiency and capability matches that of the private sector. The move also allows us to unify the delivery of our sewage treatment services and further strengthen the efficient and effective operations of our STPs.

2021-22 by the numbers



Investing in our assets

	Number	Measure
Value of water supply and sewerage assets	3.8	\$B
Length of water mains servicing customers	6290	KM
Reservoirs renewed/reroofed	29	reservoirs
Reservoirs cleaned	21	reservoirs
Drinking water supplied	56,947	ML
Water mains acoustically swept for leaks	2400	KM
Hydrants/valves replaced	423	hydrants/valves
Sewage treated	73,784	ML
Length of sewer mains servicing customers	6101	KM
Sewer mains relined	28.3	KM
Sewer mains inspected with CCTV	84.2	KM
Percentage of biosolids recycled	100	%
Recycled water supplied	635.11	ML



Delivering for our customers

	Number	Measure
Total customers	368,885	total accounts
Residential properties served	329,221	properties
Commercial and industrial enterprises served	18,352	enterprises
Customer satisfaction score	6.7	out of 10
Visits to our website	576,645	visits
Customer calls received	102,514	calls
Water meter readings performed	1,229,542	readings
Customer issues resolved on first contact	59	%
Priority 1 water supply and sewerage issues responded to in less than 1 hour	69	%

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 2021-22 financial year Unitywater's profit was \$153.1 million after tax. After excluding developer contributions of \$148.7 million (comprised of cash and donated assets), we made a profit of \$4.5 million.

For 2021-22 Unitywater provided total returns to Participating Councils, comprising tax equivalents, dividends and interest on loans, totalling \$133 million, the same as 2020-21.

Developer cash contributions of \$70.3 million in 2021-22 continued to be a revenue source which Unitywater has an obligation to use to fund new water and sewerage infrastructure for our growing communities.

Our response to the major weather event in late February 2022 resulted in additional maintenance expenditure due to widespread damage throughout South East Queensland. This event also contributed to reduced customer water consumption.

Unitywater has continued to support customers with affordable prices and rebates, as part of our ongoing commitment to keep bills as low as possible to ease the rising cost of living pressures.

Our focus on environmental sustainability, conservation and great community outcomes 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.

Since Unitywater's inception in 2010, growth in customers in our region has been close to 30%. During this same period, expenditure has increased by only 6.5% excluding bulk water purchased.

STATEMENT OF PROFIT OR LOSS

	2017-18 \$M	2018-19 \$M	2019-20 \$M	2020-21 ¹ \$M	2021-22 \$M
Revenue					
Utility charges	526.2	549.5	578.8	581.2	582.2
Fees and charges	7.9	7.5	8.8	9.6	8.3
Developer contributions	142.6	152.0	123.3	113.4	148.7
Other income	19.5	21.6	19.2	19.5	19.2
Total revenue	696.2	730.6	730.1	723.7	758.3
Operating expenses					
Bulk water purchases	(176.4)	(189.3)	(205.1)	(204.6)	(203.7)
Employee expenses	(61.1)	(68.0)	(71.9)	(76.1)	(75.7)
Supplies and services	(89.9)	(86.2)	(82.9)	(94.6)	(92.7)
Depreciation and amortisation	(80.5)	(83.0)	(83.9)	(89.0)	(97.3)
Impairment losses	(0.1)	-	-	-	-
Finance and borrowing costs	(76.2)	(73.9)	(70.3)	(64.7)	(59.2)
Other expenses	(6.0)	(13.4)	(11.3)	(8.0)	(11.0)
Total operating expenses	(490.2)	(513.9)	(525.4)	(537.0)	(539.6)
Profit before tax	206.0	216.7	204.7	186.7	218.7
Tax expense	(86.6)	(64.9)	(61.3)	(56.0)	(65.6)
Profit after tax	119.4	151.8	143.4	130.7	153.1
Adjusted profit					
Profit after tax	119.4	151.8	143.4	130.7	153.1
Developer contributions	(142.6)	(152.0)	(123.3)	(113.4)	(148.7)
Less one-off tax adjustment	31.1				
Profit/(Loss) ex developer contributions	7.9	(0.2)	20.1	17.3	4.5

¹Comparatives restated



3 OUR STRATEGY

About our strategy

OUR STRATEGY

Unitywater's strategy is all about caring for our customers, our community and our people. It is centred around our core purpose of keeping our communities healthy by providing essential water and sewerage services to customers 24/7. We understand the importance of keeping prices affordable, whilst still being easy to interact with. We care about our people and want each and every one of our team members to go home safely every day. We are committed to giving back to our communities because we take our social and environmental responsibilities seriously.

We have a strategy that contains our goals, aspirations and targets over the next five years. To achieve this strategy, we align our individual, team, branch and business unit plans to achieve our goals as an organisation.

Our strategy provides direction and a razor-sharp focus for us to achieve our vision and deliver on our purpose.





4

HELPING
OUR
CUSTOMERS

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

PERFORMANCE SUMMARY

- › Water and sewerage usage charges for the average Unitywater customer have not changed for the seventh year in a row.
- › Enhanced customer notification processes by providing regular SMS updates.
- › Continuation of remote monitoring for leak detection on 52km (8%) of Unitywater trunk water mains, preventing up to 20 million litres of water loss.

OUR FOCUS IN 2021-22

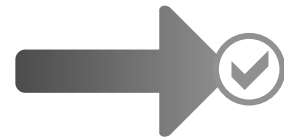
- › Continued customer programs supporting those impacted by COVID-19 and recent floods, including a \$50 flood rebate to impacted customers.
- › Trialled digital meters and trunk main monitoring devices, providing earlier detection of hidden leaks which enabled notification to customers, avoiding unnecessarily high bills.
- › Continued to engage and support customers through tough times with the Thriving Communities partnership.

5.3

(OUT OF 7)

Customer Ease Score

HOW EASY WE ARE TO DEAL WITH AS MEASURED BY OUR CUSTOMERS



(CONSISTENT WITH 2020-21)

Strategic goal	Measure	2021-22 Performance
We keep our prices affordable	Change in the Unitywater component of the average bill	TARGET: 0.0% RESULT: 0.0% ✓
	Total Losses from the Network	TARGET: 80.1 L RESULT: 55.8 L ✓
	Transactions completed through self-serve	TARGET: 88% RESULT: 87.7% ✓
	Electronic bills	TARGET: 66% RESULT: 64.10% -
We are easy to do business with	Customer Ease	TARGET: 5.7 RESULT: 5.3 -

Strategic measure

- ✓ Achieved target
- Slightly outside of target
- ✗ Significantly outside of target

Keeping prices affordable

LAND OPPORTUNITIES FOR REVENUE GROWTH

We continue to transform and repurpose Unitywater-owned land that isn't required for operations, in order to maximise returns. Our development of a nine-lot subdivision in Maroochydore has seen four of the lots sold and the remaining lots retained by Unitywater to generate revenue from leases. In June 2022, construction began on a light industrial warehouse on one of these lots, while leases are in place with commercial tenants for the remaining four lots.

SEVENTH YEAR OF PRICE FREEZES

We continued to support our customers by freezing water and sewerage usage charges for the seventh year in a row. This is part of our ongoing commitment to provide an affordable service and keeping customers' bills as low as possible to ease rising cost-of-living pressures.

SUPPORTING OUR FLOOD-AFFECTED CUSTOMERS

During the COVID-19 pandemic and the recent floods we created customer support programs to ease the financial pressure created by these unprecedented events. The extreme wet weather event in late February 2022 impacted thousands of people in our service area and we quickly recognised that support was required. Mindful that some of our customers were impacted heavily by flood and inundation, we offered affected customers \$50 off their Unitywater bill to help cover the cost of water used to clean up.

BROADER DIGITAL NETWORK LEAK DETECTION

In addition to the above digital meter trial, Unitywater uses data analytics and machine learning tools to monitor leakage throughout its entire water network. In 2021, we carried out active leak detection on 40% of our water mains. We found approximately 1300ML of leaks and were able to prevent the loss of \$4.2 million worth of bulk water (had the leaks remained undetected for six months before being reported).

Our leak detection program continues to achieve great results, with water losses reducing by 13% in the northern supply zone in 2021-22.

Unitywater has also developed an innovative approach to leak management over next 10 years and is targeting a 15% reduction in water lost through leaks over the next five years.

SHARING OUR DIGITAL METER SMARTS

We are working with the Southern Downs Regional Council on the design of a Digital Water Network trial in Stanthorpe. The objective of the trial is to help council reduce leakage across their water network. The trial is planned to be rolled out in the next financial year.

PIPE AI – AUTOMATED PIPE ASSET ASSESSMENT

Unitywater partnered with Queensland tech company Pipe AI in 2021 to leverage their expertise in artificial intelligence and automation to improve asset management, by detecting pipe defects and predicting pipe failures. This unique partnership has facilitated the development of Pipe AI software which is being used by Unitywater and other water utilities, councils and consultants for automated review of bulk CCTV footage to assess the condition of water and sewerage pipes.

CAPITAL DELIVERY EFFICIENCIES

We are improving the way we engage with design and construction suppliers to deliver our capital program through a dedicated project established to optimise our capital delivery operating model. Benefits of the new model will include reducing costs and project cycle times, earlier involvement during planning for stakeholders and equitable risk sharing. Planning and development of the new operating model has begun and implementation is expected in late 2022.

We are easy to do business with

DIGITAL BOOST TO OUR NETWORK IQ – METERING

We're making our network smarter so our customers can be smarter about their water usage in the future. Through our Digital Neighbourhood Program, we're exploring what a digital world might mean in the future for Unitywater and our customers.

10,000 digital meters and 115 trunk main monitoring devices are now installed in Maroochydore, Alexandra Headland, Buderim and Mooloolaba. The devices provide real-time data on water use, water quality and other information relating to our water mains. Find out more about our [Digital Meter Network](#).

We are trialling how best to communicate with our customers to warn them they may have a hidden leak at their home. We are testing how much water can be saved – and how much cost can be avoided when customers can fix leaks on their property as soon as we can see them.

Unitywater's acoustic leak detection process is also showing early success. For example, a significant leak was detected in a water main in a remote area that may have otherwise gone unnoticed. The find allowed us to plan a repair rather than react to a burst main. As at 30 June 2022, the digital meters have saved the equivalent of more than 39 Olympic swimming pools.

SMS ALERTS

We continue to improve the way we give our customers advance notification of planned water outages. The customer notification process has been enhanced with the ability to SMS customers, in addition to our traditional method of letter box notifications. While the SMS functionality is primarily used to advise customers about planned water outages ahead of time, it was also used during the recent flooding event to notify customers of unplanned, reactive outages. SMS served as a particularly useful channel for us to provide targeted updates to affected areas such as Whitepatch on Bribie Island.

IMPROVING OUR SERVICE FOR DEVELOPERS

In response to feedback from the development community, Unitywater is sourcing additional resources to help improve application turnaround times. There is also a focus on coaching registered certifiers to support them in submitting complete and accurate applications under the Accreditation and Certification system, which became fully operational from 1 July 2022. At the same time, Unitywater is investing in long term system and process improvements that will assist in improving the customer experience for developers and registered certifiers into the future.

HARDSHIP SUPPORT

Unitywater works hard to continuously improve its support for customers experiencing vulnerability and hardship. Our team members are trained to recognise, respond and refer customers to Unitywater support options, as well as helping to connect these customers with external community services who provide support and advice. Since Unitywater joined the Thriving Communities partnership in 2020, it has continued to engage and learn how best to support customers through tough times.



5

ADDING
VALUE TO OUR
COMMUNITY

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

PERFORMANCE SUMMARY

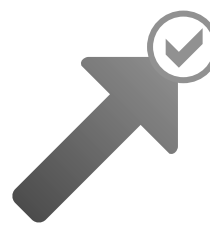
- › Joined 14 Australian and New Zealand water utilities in the Race to Zero campaign to achieve net zero carbon emissions by 2050.
- › Ahead of targets for nutrient reduction and carbon emissions reduction through the Sustainability Pathway.
- › Supported 12 community groups across our region with grants up to \$5000 each.

OUR FOCUS IN 2021-22

- › Continuing to progress towards our 2050 sustainability targets.
- › Partnering with our community to protect and restore our environment and wildlife.
- › Continued care and support for our community members by partnering with local service providers, offering community grants, donations and supporting local farmers.

9368 MWH

Renewable energy generation



(UP FROM 2020-21)

Strategic goal	Measure	2021-22 Performance
We make a positive contribution to the environment we operate in	Renewable energy generation	TARGET: 3000 Mwh RESULT: 9368 Mwh ✓
	Carbon emissions reduction	TARGET: 5% ¹ RESULT: 7% ✓
	Total nitrogen diverted away from natural waterways	TARGET: 1000 kg ² RESULT: 10000 kg ² ✓
	Total phosphorus diverted away from natural waterways	TARGET: 130 kg ³ RESULT: 1700 kg ³ ✓
We are a valued member of the community	Unitywater puts the interests of its customers and community first	TARGET: 5.8 (out of 10) RESULT: 5.7 –

¹ % reduction from 2019-20 baseline of 77,216 tonnes CO2-e (Scope 1 & 2)

² 2019-2020 baseline total nitrogen mass was 100,000 kg

³ 2019-2020 baseline total phosphorus mass was 13,000 kg

Strategic measure

- ✓ Achieved target
- Slightly outside of target
- ✗ Significantly outside of target

We make a positive contribution to the environment

JOINING THE RACE TO ZERO

We have joined 14 Australian and New Zealand water utilities in the United Nations-backed global Race to Zero campaign to achieve net zero carbon emissions by 2050. This campaign is about water utilities combining to form a united approach on the journey to facilitating climate change action and cutting carbon emissions. It recognises that water services are an energy intensive activity and that the water industry has a pivotal role to play in reducing emissions, but are also in a unique position to produce renewable energy. To be eligible to join the Race to Zero, water utilities must pledge to reach net zero emissions by 2050 or earlier with interim targets within the next decade, as well as be willing to publicly report on their progress. Some of the ways Unitywater is on track to achieving these outcomes include:

- upgrades to our Sewage Treatment Plants (STPs) to save the equivalent of \$2.5 million per annum in energy costs from 2020 to 2027, and
- increasing renewable energy production, including reuse of biogas, solar panels and battery installation to power our infrastructure.

SUSTAINABILITY PATHWAY

At Unitywater we aim to deliver innovative and environmentally sustainable solutions across our water and sewerage networks, treatment plants, facilities and fleet.

2050 SUSTAINABILITY TARGETS SET

ZERO net carbon emissions

ZERO net nutrients to waterways

ZERO waste from STPs to landfill

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: **9,900 kg** Total Nitrogen diverted or offset from waterways (baseline 2019-20)
1400kg Total Phosphorus diverted or offset from waterways (baseline 2019-20)
- Goal 3: **15,000 MWh** renewable energy generation

PROGRESS MADE IN 2021-22

Goal 1: **45%** carbon emissions reduction (baseline 2019-20) by 2025
Progress in 2021-22 was a 7% reduction
Unitywater continues its focus 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 by 2025

1,400kg Total Phosphorus diverted or offset from waterways by 2025

Progress in 2021-22 was:

Total nitrogen diverted away from natural waterways 10,000kg

Total phosphorus diverted away from natural waterways 1,700kg

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 and supply of recycled water for a variety of fit-for purpose uses in the service region.

Goal 3: **15,000 MWh** renewable energy generation by 2025.

Progress in 2021-22 was 9,368MWh of renewable energy generated.

We make a positive contribution to the environment *continued*

BIOSOLID COMPOSTING

We scaled up our biosolid composting trial this year. Biosolids are an organic by-product of the sewage treatment process. Once carefully treated, biosolids can be used as nutrient-rich fertilisers and soil improvers. We are currently investigating establishing a full-scale commercial composting facility in 2023.

RENEWABLE PROJECT

Unitywater has been conducting a trial exploring the gasification of biosolids from a sewage treatment plant.

We are investigating the potential for this type of technology to reduce contaminants in biosolids and provide an alternative biosolids management option, significantly reducing the cost of transporting this material to farmland.

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.

CABOOLTURE RIVER NUTRIENT OFFSET PROJECT

After the completion of a pilot restoration project at a Bellmere site on the Caboolture River, we have been working on a detailed design and third-party approvals for a new offset project along the Caboolture river.

SUSTAINABILITY PATHWAY & ENERGY MANAGEMENT PLAN

Unitywater has a number of ongoing plans in progress in the sustainability space including the Sustainability Pathway shown in the 20-21 Annual Report. In addition, we are conducting concept planning and business case preparation for solar and battery

opportunities at four sewage treatment plants. We are still investigating opportunities for Unitywater involvement in green hydrogen.

YANDINA CREEK WETLAND

After officially opening the wetland to the community in late 2020, Unitywater is currently planning future site improvements and repairs for the Yandina Creek Wetland. Unitywater continues its partnership with Birdlife Southern Queensland to monitor birdlife changes at the site. Overall indications are that the abundance and diversity of birdlife has increased since creating the wetland. The research study on fishlife with University of Sunshine Coast also continues. The study indicates that the diversity and abundance of fish and crabs has also improved since the wetland was established.

BLUE HEART

Blue Heart refers to an area of more than 5000 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. Unitywater's Yandina Creek Wetland is located in the Blue Heart area. Unitywater has supported the Blue Heart partnership with Sunshine Coast Council and Department of Environment and Science and contributed to concept recreational planning, landholder information sessions and Blue Carbon research.

We are a valued member of the community

CARE FOR OUR MOST VULNERABLE

Unitywater's partnership with medical outreach service Sunny Street strengthened further this year through funding that allows the most vulnerable in our community a space for healthcare and confidential conversations. The Community Connection pod is part of the service's new Maroochydore clinic. We also partnered with a Sunshine Coast Indigenous artist to design a 'wrap' to go around the pod to provide more privacy for patients. This was funded through our Community Partnerships program.

COMMUNITY GRANTS LEND A HAND

In December 2021, we announced our support for 12 community groups across our Moreton Bay, Noosa and Sunshine Coast regions. These groups received up to \$5000 each as part of our community grants program which supports projects designed to have a positive impact on the communities we serve. Our support focuses on five key areas of need: prevention of domestic and family violence, homelessness, mental health, children and youth and the environment. [Read more on our website.](#)

REINVIGORATING CABOOLTURE CBD

In partnership with the Moreton Bay Regional Council, Unitywater co-sponsored the Caboolture Town Square markets to revitalise the town square. Visitors enjoyed live music, food trucks and stalls every second Wednesday over a two-month period. The markets successfully encouraged people back to the town centre and gave Unitywater an opportunity to engage directly with our customers and community members.

'BERRY' GOOD SOLUTION FOR FRUIT GROWERS

Strawberry growers experiencing serious oversupply issued an urgent SOS in September to buy the fruit to save it from destruction. Unitywater answered the call, making a bulk purchase of fruit from three growers in our service area and delivering the strawberries to our team members and local community groups.

DV SAFE PHONE DONATION

In October, we donated 36 mobile phones to DV Safe Phone, a support service in Caloundra that supplies

mobile phones to women experiencing domestic and family violence. Our Technology and Digital Solutions team dedicated their time to wiping, restoring and upgrading the phones ready for new owners, giving people experiencing domestic and family violence a way to call for help.

ACCOMMODATION OPTIONS FOR THE COMMUNITY

We partnered with Youngcare and the De Luca Charitable Foundation to provide housing for young people with disabilities. From early 2022, Unitywater will commence leasing a parcel of land in Noosa Heads to the foundation to provide accommodation, managed by Youngcare, for 10 young people with high physical support needs.

OZHARVEST DONATION

Unitywater partnered with waste management service provider Suez to make a donation to OzHarvest following the floods in early 2022. The weather emergency triggered a sudden decrease in available food donations, forcing OzHarvest to buy food to top up supplies. Suez was able to assist by donating funding for much-needed food supplies for vulnerable community members.

POINT CARTWRIGHT RESERVOIR ARTWORK

Point Cartwright water reservoir is one of our iconic community artwork program showpieces. Situated atop a coastal headland and originally painted in 2016 with an eye-catching design featuring local fauna that was chosen by the community, the artwork was given a makeover this year. In 2021, we asked the community to vote on how they wanted to refresh the 17-metre-high reservoir artwork. They chose to repaint the existing design, with some improvements following engagement with Traditional Owners. The new, updated artwork was unveiled to the community on 6 June 2022. Read more on our website www.unitywater.com/artwork

SUPPORT FOR WATERAID

A Unitywater team took to the golf course in March as part of a golf day that raised more than \$40,000 for WaterAid Australia to fund water, sanitation and hygiene projects for those without access to these basic necessities.



6 BETTER
AND SAFER
TOGETHER

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

PERFORMANCE SUMMARY

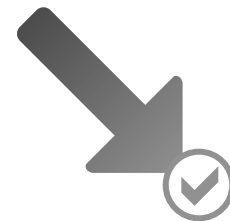
- › Awarded the Endorsed Employer for All Women as part of our WORK180 Reaccreditation.
- › Reaccredited as a White Ribbon Workplace.
- › Enhancement of safety management by the addition of a fatigue self-assessment tool and support to promote its use across the organisation.

OUR FOCUS IN 2021-22

- › Continued effort to shape our workplace safety culture, demonstrating trust and active care.
- › Continued to deliver on our Reconciliation Action Plan (RAP) through inductions, awareness courses and engagement with Traditional Owners.
- › Launched our Safe 24/7's Program, encouraging our people to always conduct themselves in a safe manner.

12.2

Total Recordable Injury Frequency Rate



(DOWN FROM 2020-21)

Strategic goal	Measure	2021-22 Performance
Our people go home safe every day	Recordable injuries	TARGET: 9.3 TRIFR RESULT: 12.2 X
We create a healthy work experience	Organisation culture index	TARGET: Strengthening culture indicator RESULT: Not registered until later this year
	Diverse and inclusive workplace	TARGET: Level 3 - Established RESULT: Level 3 - Established ✓

Strategic measure

- ✓** Achieved target
- Slightly outside of target
- X** Significantly outside of target

Our people go home safe every day

RETURN TO WORK POST-COVID

Unitywater has adopted a hybrid approach to the post-COVID working world. Our hybrid model offers team members flexibility and protection against COVID-19 while meeting people's expectations of a contemporary workplace.

WHITE RIBBON REACCREDITATION

In March 2022, Unitywater was reaccredited as a White Ribbon Workplace for the next three years. This internationally-recognised accreditation affirms our commitment to promoting healthy relationships, ensuring our people work in a safe and respectful environment and preventing family and domestic violence.

Our team members understand how to recognise, refer and respond to family and domestic violence-related issues through awareness training, contact officers and a supportive culture.

SAFETY INITIATIVES

During Safe Work Month in October Unitywater launched our 'Safe 24/7s' program, which encourages our people to always behave safely, remembering the things that matter most to them as their personal reason to stay safe. We also assessed the suitability of safety gloves through consultation with team members following an increase in hand injuries and have changed the type of gloves we supply to ensure we provide the highest level of protection to keep our people safe.

FATIGUE SELF-ASSESSMENT

In February 2022, Unitywater's safety management was enhanced by the addition of a fatigue self-assessment tool. Now, our people can use the app to answer some targeted questions and receive advice and helpful tips about how to better manage their fatigue levels to improve their overall wellbeing. This is in addition to the Stay Safe App developed to protect our people when they are working alone.

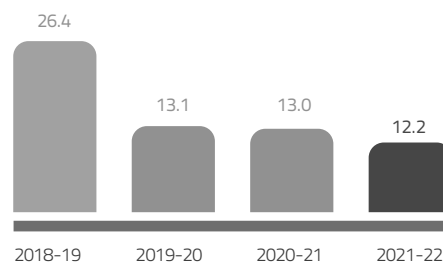
SAFETY CULTURE TRANSFORMS

There has been a concerted effort in the past two years to better understand and shape our workplace safety culture. All team members participate in learning programs that refresh and reframe how we

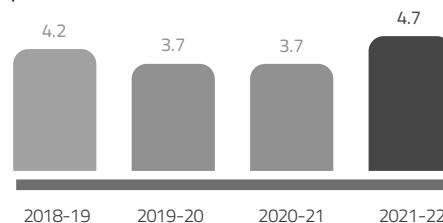
want to work together to create a culture of trust, mateship and active care.

In early 2022, when we had teams of people mobilised across the region day and night in response to the largest incident in Unitywater's history caused by severe rainstorms, all of our people were able to go home safely at the end of their shifts. The ongoing willingness of our team members to be a part of our safety culture transformation supported this positive outcome.

TOTAL RECORDABLE INJURY FREQUENCY RATE per million hours worked



LOST TIME INJURY FREQUENCY RATE per million hours worked



HOLISTIC HEALTH AND WELLBEING

Unitywater has a range of health and wellbeing tools, resources and programs designed to keep our people healthy and safe. We offer flu vaccinations, regular participation in events such as RUOK? Day and a comprehensive Employee Assistance Program that offers counselling and support for mental, physical and financial wellbeing.

WORK180 ENDORSEMENT

As part of our commitment to building a diverse and inclusive workplace, we were proud to have been awarded the Endorsed Employer for All Women as part of our WORK180 Reaccreditation.

We create a healthy work experience

PROUDLY INCLUSIVE AND TEAM MEMBER PROFILE

GENDER IDENTITY	Number (Headcount)	Percentage of total workforce (Calculated on headcount)
Female	266	37.8%
Male	437	62.1%
Non-binary	1	0.1%

STRENGTH IN DIVERSITY	Number (Headcount)	Percentage of total workforce (Calculated on headcount)
Aboriginal Peoples and Torres Strait Islander Peoples	17	2.4%
People with disability	1	0.1%
Culturally and Linguistically Diverse – Born overseas *	69	9.8%

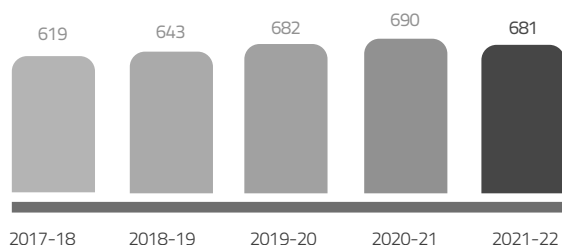
Culturally and Linguistically Diverse – Speak a language at home other than English (including Aboriginal and Torres Strait Islander languages or Australian South Sea Islander languages)	Not recorded	Not recorded
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WOMEN IN LEADERSHIP ROLES	Number (Headcount)	Percentage of total workforce (Calculated on headcount)
Women in leadership roles	32	39%

Outside of gender, Unitywater provides an opportunity for team members to identify as members of diverse groups.

*Have identified as an overseas national in their employee profile, however cannot confirm if born overseas.

FULL-TIME EQUIVALENT EMPLOYEES



GENDER PAY EQUITY

Unitywater’s gender pay gap as at 31 December 2021 was 5.77% compared to 4.67% in 2020. The organisation continues to outperform the industry rate of 14.0% (Workplace Gender Equality Agency

Electricity, Gas, Water and Waste Services 2020 benchmark). The overall pay gap is driven by lower female participation in leadership and senior operational roles. At Unitywater we are actively addressing female participation and retention through targeted talent acquisition initiatives and talent and succession management, together with supported development planning.

EARLY RETIREMENT, REDUNDANCY AND RETRENCHMENT

During the reporting year, four (4) employees received redundancy packages at a cost of \$341,483.01. No early retirement packages were paid during the period.

LEARNING OPPORTUNITIES

We give our people professional development and learning opportunities to gain formal qualifications to offset the expertise lost through the departure of past generations and to increase our capability. For example, this year we introduced the opportunity for our people to study certificates or diplomas in water treatment, water operations or leadership. 21 of our people completed these courses this year, balancing their day jobs, family responsibilities and other commitments while studying.

RECONCILIATION COMMITMENT CONTINUES

Unitywater continues to deliver on our Innovate Reconciliation Action Plan (RAP), due for completion in October 2022. This year, Cultural Heritage inductions were led by local Traditional Owners for field and capital project teams, providing training on how to identify and handle cultural artefacts if discovered when out in the field. The internal First Nations Network continues to meet quarterly, supporting and strengthening relationships between team members, sharing family history and providing advice on the delivery of the RAP.

A site visit was funded for Kabi Kabi Traditional Owners to reconnect with the land at Yandina Creek Wetlands and explore the idea of future Interpretive signage for the area. Unitywater has purchased an online cultural awareness course that is available

We create a healthy work experience *continued*

for all team members and promoted during National Reconciliation Week. Our very own Asset Data Officer was awarded the LOGIT IPWEA Indigenous Asset Management scholarship.

Unitywater continues to engage with Traditional Owners on Capital Projects. The ongoing engagement and development of Cultural Heritage Agreements ensures that effective management strategies are implemented, minimising the potential impact to Cultural Heritage.

AWARD-WINNING PORTFOLIO MANAGEMENT OFFICE

Unitywater's Enterprise Portfolio Management Office (EPMO) and Technology & Digital Solutions teams tasted success at the 2021 Project Management Achievement Awards (PMAAs). At the Queensland awards, our EPMO team won the Transformation category with their 'Transforming the Portfolio Management Capability Within Unitywater' project, while our T&DS Portfolio Delivery team won the ICT/ Telecommunications category with their 'Safe When Working Alone: Stay Safe App' project. Both projects went onto compete against other State and Territory winners to establish the top 10 projects across the Country. Our EPMO team won the National title for project of the year in the Transformation Category to become one of the top 10 projects of the year in our Country for 2021. The Australian Institute of Project Management (AIPM) encouraged these top 10 projects to enter the International competition. The EPMO project has submitted an entry which will be judged in August 2022 by a panel of International judges. Winners will be announced in November in the Netherlands.

The EPMO team went on to be named the best transformation project in the country at the AIPM National Conference and awards in February 2022.

STUDENT OPPORTUNITIES AT UNITYWATER

Our Graduate Development Program is an opportunity for us to welcome bright talent and fresh ideas into our business each year, across a variety of disciplines.

A group of 12 tertiary students, mainly from the University of the Sunshine Coast, joined us in

December for a 12-week work placement. In a new addition to the vacation students' program, players from Suncorp Super Netball team, the Sunshine Coast Lightning, led a unit around teamwork and resilience. The program reinforces our talent pipeline and showcases the varied and exciting aspects a career in the water industry can provide.

Our university graduate program is in its seventh year and in 2022 we have employed three engineering graduates who are gaining valuable, real-world experience in the water industry.

UNIVERSITY SCHOLARSHIPS

This is the ninth year we have partnered with the University of the Sunshine Coast to offer scholarship opportunities to promising students. This year we awarded three types of scholarships to USC students. The First Nations scholarship and the Fiona Waterhouse Women in STEM scholarship now join our longstanding Civil Engineering scholarship.

Fiona served on the Unitywater Board for six years. She was an inspirational leader, a pioneer and production engineer by trade. Fiona had a passion for showing that people could make a mark in any industry. Through this scholarship, we have been able to honour Fiona and recognise her legacy and contribution.

DARKNESS TO DAYLIGHT

Our people have the opportunity to participate in Darkness to Daylight, an event that raises money for services that focus on the prevention of family and domestic violence. This is the 11th year Unitywater has supported Challenge DV (formerly Australia's CEO Challenge) in this important cause. Our people embrace every opportunity to get involved, walking or running 110km over the month of May. This year, the Unitywater team raised more than \$10,000.

We create a healthy work experience *continued*

PRIDE IN WATER

Unitywater are proud to partner with Water Services Association of Australia (WSAA) and water utilities across Australia to help shape a more inclusive water industry for LGBTIQ+ people through the Pride in Water Network. Unitywater nominated two representatives to join the WSAA Pride in Water Network for 2022 providing an opportunity to collaborate with industry peers to create a safer, more supportive and inclusive workplace for everyone.

KEEPING IN TOUCH DAYS

Our Keeping in Touch morning teas are an important opportunity for team members on parental leave to bring in their babies and reconnect with our workplace, their colleagues and leaders. Along with our industry-leading Healthy Families parental leave program, it's one way we support our people and their families.



7

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's approach to risk management aligns with AS/NZS ISO 31000: 2018 Risk Management – Principles and Guidelines. Our framework, tools and reporting processes have been noted as 'Leading Practice' by the Water Services Association of Australia independent auditors.

CLIMATE VARIABILITY RISK

Unitywater's Board is responsible for effectively managing risk, including those related to climate variability. The Audit and Risk Committee, which meets quarterly, supports the Board in this function through review and monitoring of the appropriateness of Unitywater's risk management practices and ensuring that the approved risk management practices are followed. Committee proceedings are reported to the Board.

At an operational level, Unitywater's Executive Leadership Team lead climate variability risk management by ensuring that risks and opportunities are identified, assessed and monitored and that appropriate risk mitigation strategies are implemented in accordance with the risk appetite agreed by the Board.

Risk reduction initiatives including raising the level of certain critical Unitywater assets above historic flood levels and increased vegetation management have proven effective through the bushfires of 2020 and the floods of 2022. In both these events, services were maintained, and no insurance claims were lodged.

Unitywater established a disruption management Framework and steering committee this year to strengthen our response to emergency incidents and events. It provides improved incident, crisis and business continuity management planning and training. These plans are integrated with our regional partners through local and district disaster

management groups.

Unitywater's planning for a future with further climate variability which may be affected by flood and rising sea levels also includes the development of adaptive infrastructure planning and other critical plans including Drought Management 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. This year we continued to focus on and invest in strengthening the security of our information systems and information assets.

We manage our security posture by keeping infrastructure and business systems up to date with recommended security patches, enhancing network security and corporate firewalls, as well as continual maintenance of back-up recovery environments that provide a last line of defence in the event of a threat.

Our cyber security program continues to deliver improvements that keep Unitywater in front of current and emerging threats.

This program is aligned to industry standards and frameworks including the Australian Cyber Security Centre's Strategies to Mitigate Cyber Security Incidents and the Essential Eight mitigation strategies to protect against cyber threats.

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

Risk management and accountability *continued*

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 2021-22 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 SCRUTINY

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 107).

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, however, there has been no travel this year.

INFORMATION SYSTEMS AND RECORD KEEPING

Unitywater continues its commitment to quality information and records management by embedding, communicating and maintaining information management policies, standards and procedures.

Unitywater's information and records are managed by appropriately skilled staff supported by organisational structure improvements to align people and capabilities with emerging business needs.

We remain focused on mitigating risks and meeting the challenges of evolving technologies, an increase in large, complex data sets and our obligations under the *Public Records Act 2002*, and other applicable whole-of-government records governance policies and guidelines. Unitywater creates and keeps full and accurate records of its activities as prescribed by the Corporate Records Management Policy, and in accordance with the standards and policies issued by the Queensland State Archives.

In line with an evolving information landscape, Unitywater undertook a range of strategic positioning activities to ensure, as the capture and use of information grows, that we provide the technologies and processes to ensure information and knowledge is secure, accessible and available to team members, our customers and the public.

Unitywater undertakes regular health checks across all information systems to ensure they continue to provide business value, are strategically aligned

Risk management and accountability *continued*

and are secure, supported and monitored. Plans are produced for key systems to ensure they are enhanced, replaced, retired or otherwise improved to retain continual alignment to business drivers.

HUMAN RIGHTS

The COVID-19 pandemic brought a fresh wave of various matters to consider this year, regarding our existing policies and procedures based on the *Human Rights Act 2019*. We considered and addressed these new issues whilst maintaining our ongoing focus on mitigating breaches of human rights.

All of Unitywater's key contracts include *Human Rights Act 2019* requirements and non-compliances are reported to the Board on a quarterly basis as part of our compliance reporting. As at 30 June 2022 Unitywater has received zero Human Rights complaints for the financial year.

MODERN SLAVERY

Unitywater was proud to submit our second Modern Slavery Statement this year that is publicly available on the Australian Government's online Modern Slavery Register.

The Modern Slavery Act 2018 (Cth) requires entities based or operating in Australia, which have an annual consolidated revenue of more than \$100 million, to annually report on the risks of modern slavery in their operations and supply chains.

'Modern Slavery' is an overarching term used to cover a range of exploitative practices including human trafficking, slavery, forced labour, child labour, removal of organs and slavery-like practices. Generally, it pertains to a situation of servitude or forced labour activities in which an individual's freedom and liberty is unable to be exercised.

The development of our Modern Slavery Statement was guided by our commitment to the Act and greatly assists our organisation to identify and abolish the occurrence of Modern Slavery within Unitywater's operations and supply chains.

OUR STAND AGAINST DOMESTIC VIOLENCE

We hold our White Ribbon Australia Workplace Accreditation in high regard as it demonstrates to our team members, stakeholders, customers, clients and partners that we are committed to gender equality and to creating a safer workplace for everyone.

Unitywater has actively taken steps to demonstrate our commitment by preparing mandatory training and education modules for our team members. We have also updated our procurement contracts to ensure our contractors and suppliers are conducting themselves to the high standards of diversity and anti-discrimination that reflect our core values diversity and discrimination.

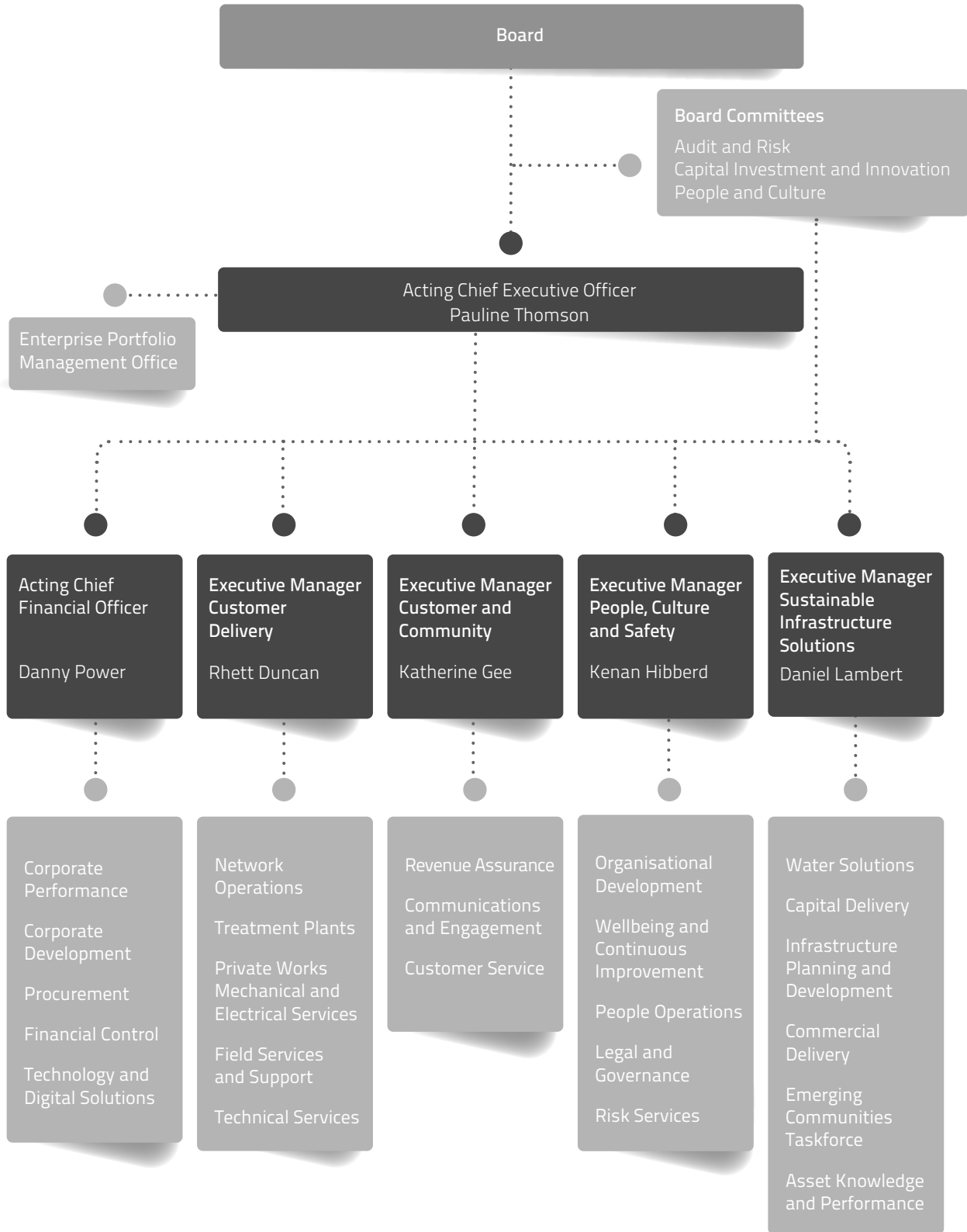
A large, stylized white number '8' is positioned on the left side of the page. The background is a dark gray gradient, with a large, light gray circle partially visible on the left and bottom edges. The number '8' is the primary visual element.

8

OUR
STRUCTURE

Our organisational structure

AS AT 30 JUNE 2022



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)

Michael has significant experience in the corporate, commercial, mining and natural resources (including water), banking, finance and securities sectors. He was a previously a Board member of Unitywater (from 2009 to 2012) and of Seqwater (from 2012 to 2019).

Michael is a Board member of, amongst others, NRW Holdings Limited and Queensland Energy Resources Limited.

CHRIS HERTLE

MPhil - Bio & Env Sci, BE(Chem)

Chris brings to Unitywater over 38 years' international experience in municipal and industrial water, wastewater and solid waste management. His roles have spanned from concept design through to commissioning and operation, with the last decade focused on developing and implementing robust strategies for growth of water business.

He has been an active member of various water associations globally (Fellow of IWA and EA) and on several technical and advisory committees. He has been an Adjunct Professor at the University of Queensland's' Australian Centre for Water and Environmental Biotechnology for the last 10 years.

SARAH ZELJKO

LLB, GAICD, GAIST

Sarah brings to Unitywater over 25 years' of extensive executive, operational, governance and advisory experience. She is a non-executive director of Powerlink, LGIASuper, Stockyard Beef, Intellidesign and Verbrec 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.

MEGAN CORFIELD

B Comm, BA (Econ), GAICD

Megan Corfield is a strategic businessperson 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 Unitywater, Altogether Group and the Brisbane Grammar School and has previously served on the Infracol, Tourism and Events Queensland, GOLDOC (Commonwealth Games Organising Committee) and Urbis Boards.

Our Board *continued*

Former Board Members

MIKE WILLIAMSON

FAICD

Retired 31 August 2021

Mike brought 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. 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.

FIONA WATERHOUSE

B Mfg Mgt, Dip Env Studies, Cert Business, GAICD

It is with deep sorrow we advise of the sudden passing of Board Member Fiona Waterhouse in November 2021.

Fiona's contribution to Unitywater, personally and professionally, will be missed.

Fiona was CEO of bioenergy developer Utilitas Group, one of the pioneers of the emerging industrial bioproducts market in Australia. A production engineer by trade, Fiona owned and advised industrial and technology-related businesses 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*

Committee	Chairperson	Members	Frequency of meeting
Audit and Risk	Megan Corfield	Michael Arnett Sarah Zeljko	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 Arnett	Chris Hertle	Bi- Monthly
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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	Michael Arnett	Megan Corfield Sarah Zeljko	Mar, Jun, Sept
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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 2021-22

Member	Board		ARC		PCC		CIIC	
	Eligible	Attended	Eligible	Attended	Eligible	Attended	Eligible	Attended
Michael Arnett (Chairman)	11	11	4	4	3	3	6	6
Fiona Waterhouse	3	3	-	-	1	1	2	2
Mike Williamson	1	1	-	-	-	-	1	1
Megan Corfield	11	11	4	4	3	3	-	-
Sarah Zeljko	11	10	4	4	3	3	-	-
Chris Hertle	10	10	-	-	-	-	5	5

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 – 1 July 2021 to 18 February 2022

George brought 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. George departed Unitywater in February 2022.

PAULINE THOMSON

BBus (Acc), FCPA, GAICD

ACTING CHIEF EXECUTIVE OFFICER - 19 February 2022 to 30 June 2022

CHIEF FINANCIAL OFFICER - 1 July 2021 to 18 February 2022

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.

DANIEL LAMBERT

MBT MEngSc BE(Hons) BSc MAICD FIML FIEAust CMgr CPEng
EXECUTIVE MANAGER - SUSTAINABLE INFRASTRUCTURE SOLUTIONS

Daniel joined Unitywater in 2022 to lead our strategic planning, asset management, capital delivery and water solutions functions. He brings more than 20 years of experience in strategy, design and delivery working on water, energy and waste infrastructure projects spanning more than 25 countries.

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.

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.

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.

Our Executive Leadership Team *continued*

DANNY POWER

CPA, BCOM, GRAD DIP SUSTAINABILITY

ACTING CHIEF FINANCIAL OFFICER - 19 February 2022 to
30 June 2022

Danny is a proven finance leader with 30 years experience in both public and private sectors. His experience covers senior management and accounting roles in multiple industries including Water and Sewerage, State and Local Government, Rail, Health, Construction, and Primary Industries. He is a Certified Practising Accountant, and has post graduate qualifications in sustainability.