



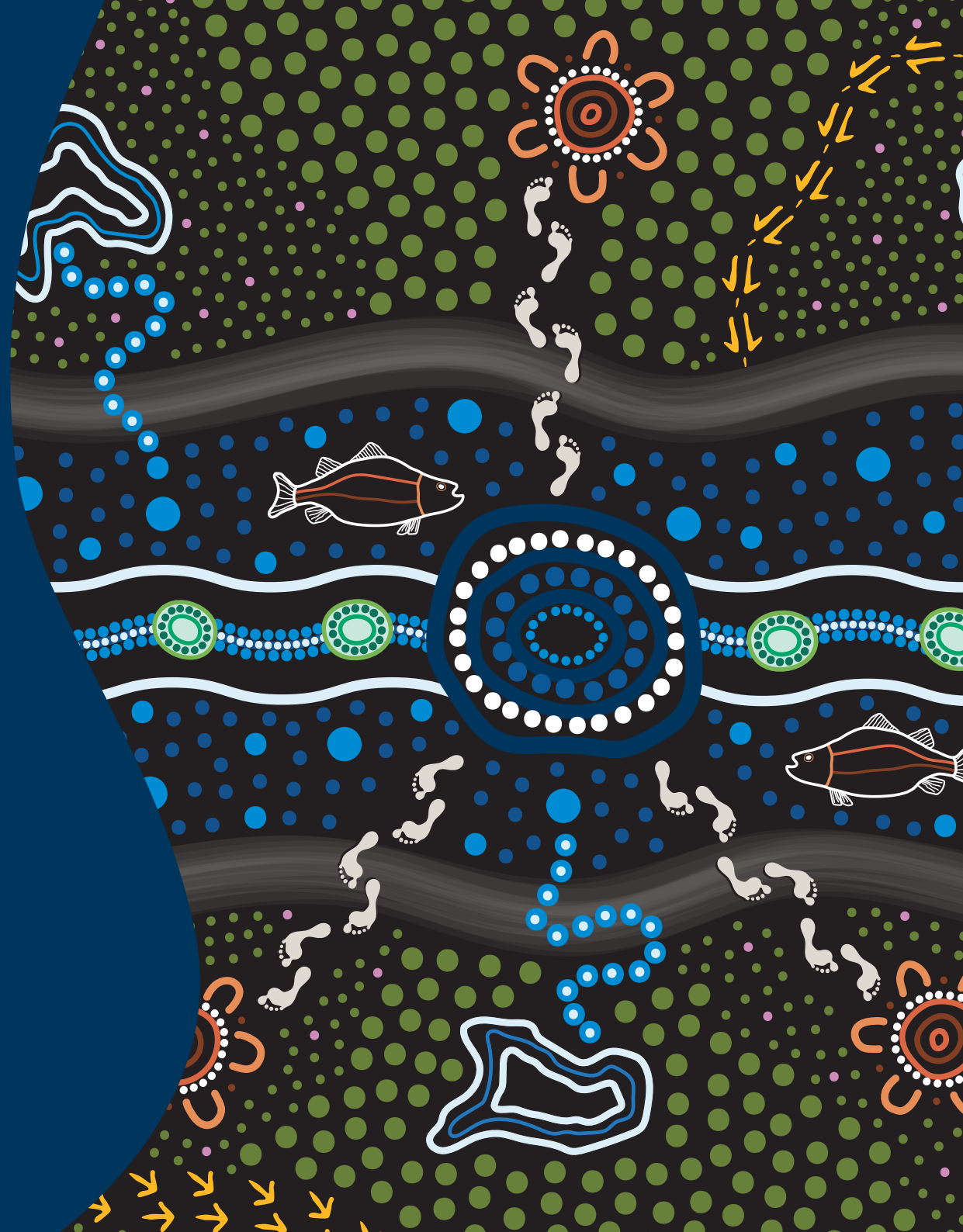
# Our Strategy

Delivering trusted water services for a sustainable and healthy South Australia



# Acknowledgement of Country

We acknowledge the traditional custodians of the lands and waters of South Australia. We pay respect to Elders, past, present, emerging and future. We recognise the traditional custodians' unique connection to their lands and waters, language, lore, kinship and ceremony. Through this acknowledgement we commit to ongoing learning and understanding on our journey to reconciliation. We also pay respect to the cultural authority of Aboriginal and Torres Strait Islander people from other areas of Australia.



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# A clear direction for our future

In a time of extraordinary change, our strategy sets a clear direction for our business.

This strategy charts our course for five years, while having a view towards 2050, understanding that the decisions we make can have a long-term impact on the wellbeing of our customers and community and the future sustainability of South Australia.

Framed by our vision and structured around five strategic focus areas, the strategy outlines what we will achieve for our customers, our stakeholders and our people as well as the organisation we need to be to deliver. In support of our strategy, our people will be guided by specific corporate strategies, business plans and outcome-based measures.

We have set an ambitious direction, and success will only be possible with continued focus on understanding our customers' and stakeholders' priorities and delivering the core water services they need and value.

## Key drivers that inform strategy are:

- Expectations of our owner
- Customer insights
- Our people's insights
- Future scenarios and risks
- Regulatory responsibilities
- Sustainable Development Goals



As a participant of the United Nations Global Compact, we are part of the world's largest corporate sustainability initiative which exists to implement universal sustainability principles and Our strategy aims to support progress towards achieving the Sustainable Development Goals.

# Our vision

## Delivering trusted water services for a sustainable and healthy South Australia

### Delivering

As an operational business, delivering for our customers means getting things done. It's about being responsive, agile and striving for the best in everything we do. We keep our customers front of mind in our decision making and continually seek to understand their needs and priorities. To deliver outcomes, we collaborate within and outside of our business, sometimes leading, and sometimes influencing, always listening and working alongside partners.

### Trusted

Being trusted is an outcome of our actions. We work every day to earn and maintain our customers' and stakeholders' trust. We demonstrate we are trustworthy by being reliable, accountable, transparent and collaborative. We embrace the expectations and responsibilities arising from our ownership, history and size, and use our influence and expertise to contribute to positive outcomes for South Australia.

### Water services

Reliable and high-quality water and wastewater services are the core of our business and why we exist. Our core services protect public health, enable modern lifestyles and contribute to economic development.

### Sustainable

Sustainability is important to every aspect of the way we do business. We think about the financial, social and environmental impacts of our decisions and operations. As a financially sustainable business, our customers pay a fair price and we provide a fair return to our owner, the South Australian Government to reinvest in our state. We take a long-term view and understand that we can help drive significant change that will deliver benefit for generations to come.

### Healthy

We provide safe, clean water and safely remove, contain and treat waste to keep our customers and community healthy. We encourage drinking tap water for its health benefits and promote interaction with beautiful green open spaces for physical and mental wellbeing. By thinking differently, we develop and share expertise that champions the role of water in creating liveable towns and cities.

### South Australia

We are South Australian. We are here for the people and businesses of South Australia and set out to make a positive contribution to our state every day.

# Strategic horizon

## Driving customer outcomes



Customers are front of mind and consistently engaged as we deliver safe, smart, realistic and affordable services and great experiences.

Smart and holistically connected assets linked to customer information enable the delivery of proactive, reliable and optimised services.

Optimal service continuity, customers and communities remain integral to decision making.

## Water for the future



All water sources, delivery and service options considered for affordable access. Moving towards integrated water management. Explore for fit for purpose.

We are providing new integrated solutions to existing or new customers. Partner to support water for all South Australians.

The water we drink comes from a variety of new and sustainable sources and is safe, clean and affordable.

## Healthy communities



We are championing and promoting customer health and the wellbeing of active thriving communities through effective water use.

We actively contribute to South Australia's cool, green cities and towns and healthy waterways. Strong reconciliation outcomes.

We actively contribute to inclusive and accessible green spaces for all South Australians and influence the prosperity of our state.

## Proactive environmental leadership



We are taking action to manage and adapt to climate change and minimise our footprint with a reduce and reuse mindset.

We actively reduce waste, maximise resource recovery and reuse. We are hitting carbon emissions reduction targets.

We are a zero net waste organisation with zero net carbon emissions.

## Our people for the future



We are diverse, inclusive and enabled by technology to improve safety and productivity.

Technology is second nature to our diverse and inclusive workforce. Optimised processes to enable innovation and creativity.

High performing, highly engaged and automated workforce that reflects the community we serve.



# A 2035 water story

Waking to her 6am alarm and asking her smartphone to boil the kettle, a strongly steeped tea and steamy shower kick start Amelia's workday.

Cutting through the drum of water on tiles, a breakfast radio headline catches her ear. "Adelaide's tap water named best tasting in Australia."

"Fifth year in a row!" she shouts back in affirmation as if the newsreader can hear.

Amelia's drinking water sometimes comes from the new purified recycled water plant. A few years back she was part of the conversation with SA Water as the South Australian community considered the need to diversify water sources for the state's long-term water security. Many options were discussed, and together the community agreed increasing recycling and stormwater harvesting was the best and most efficient way to create a sustainable water future.

An alert in SA Water's Operations Control Centre in the early hours of the morning ensured Amelia's morning routine continued uninterrupted. When a trunk main leak was proactively detected by satellite scans, a drone was despatched to survey the site. The real time drone site assessment enabled the responding crew to arrive on the scene with the right equipment to repair it quickly and safely, without interrupting supply.

Renowned for its diverse workforce, the breadth of thinking and expertise among SA Water's people recently partnered with the local business to develop robotic devices which complete underground network repairs. Risks to field crews from confined spaces, as well as the duration of water service interruptions are greatly reduced.

On her lunch break, the warm Adelaide sun on Amelia's back contrasts with the city park's cool

green grass underfoot. Exhaling deeply, she feels her body and mind relax.

"Passing on the left," shouts the front runner in a group of office workers jogging off the morning's stress along a loop generously shaded by eucalypts.

Overnight, the park's smart watering system detected low soil moisture content - and matched with a dry seven-day weather forecast - activated a 10-minute spray of recycled water through the irrigation network. SA Water developed the control system and installed the infrastructure which has reduced the local council's water use and costs, while making the city greener, cooler and more liveable.

Walking back to work, Amelia's phone buzzes to confirm a direct debit was processed successfully. Ever forgetful about life admin, Amelia opted for monthly SA Water bills and smoothed payments to help better manage her budget. The smart meter connecting her home, and the linked SA Water app, mean she can remotely start the washing machine or garden irrigation during the lower off-peak times that have made her water bill even more affordable.

"I must hologram Mum and Dad tonight to show them how simple it is to sign up," she thinks to herself.

Amelia's parent's home on the far west coast never had mains water supply, but that changed when SA Water built a new micro ground water desalination plant and pipe network to service the town's dozen homes. As more and more remote areas outside of the traditional water networks are brought online, new technologies are trialled with local communities involved with their selection, delivery and ongoing management.

Some communities have co-invested with SA Water, with their young people attaining the technical qualifications they use every day in their ongoing role managing their local community facilities and networks.

"Too late," said Amelia's mum later that evening, as her likeness shimmers on the opposite side of the kitchen bench.

"Rebecca from your senior class in Ceduna was the project's supervising engineer and stopped in to set us up as soon as they switched on the new water. She didn't need to though; it was so intuitive even your tech-avoidant father could have done it.

"Most of the time she was bending my ear about how much she loved working with SA Water. Apparently they had zero waste on that project...

do it all the time. The desal plant self regulates its energy needs from the heat in the ground now too, you know."

Closing the toothpaste cap as she gets ready for bed, her mum's chatter about Rebecca comes back to Amelia's mind.

In everything she had recently seen and heard about SA Water, they were making a real difference for South Australians.

"Maybe I should call her to catch up and find out how I can be part of their team," she mused to her reflection in the bathroom mirror.

"Feeling like I'm contributing to a bigger picture and more sustainable future, might be just what I need."



# Our strategy on a page

## Delivering trusted water services for a sustainable and healthy South Australia



### Driving customer outcomes

Safe, smart, reliable and affordable services - now and for the future.

**Success is:** maintained trust, water quality, asset reliability, service continuity, efficient and affordable



### Healthy communities

Promote the health and wellbeing of active, thriving communities.

**Success is:** greener, cooler communities, reconciliation in action



### Water for the future

All water sources, delivery and service options considered, including influencing policy and decisions.

**Success is:** secure customer access to fit for purpose water



### Proactive environmental leadership

Climate change action with a reduce and reuse mindset.

**Success is:** waste reduced, increased by-product reuse, climate change resilience



### Our people for the future

A more diverse, inclusive and capable workforce.

**Success is:** safe and healthy workplaces, high employee engagement, creativity through diversity



# Driving customer outcomes

## Safe, smart, reliable and affordable services.

Success is: maintained trust, water quality, asset reliability, service continuity, efficient and affordable

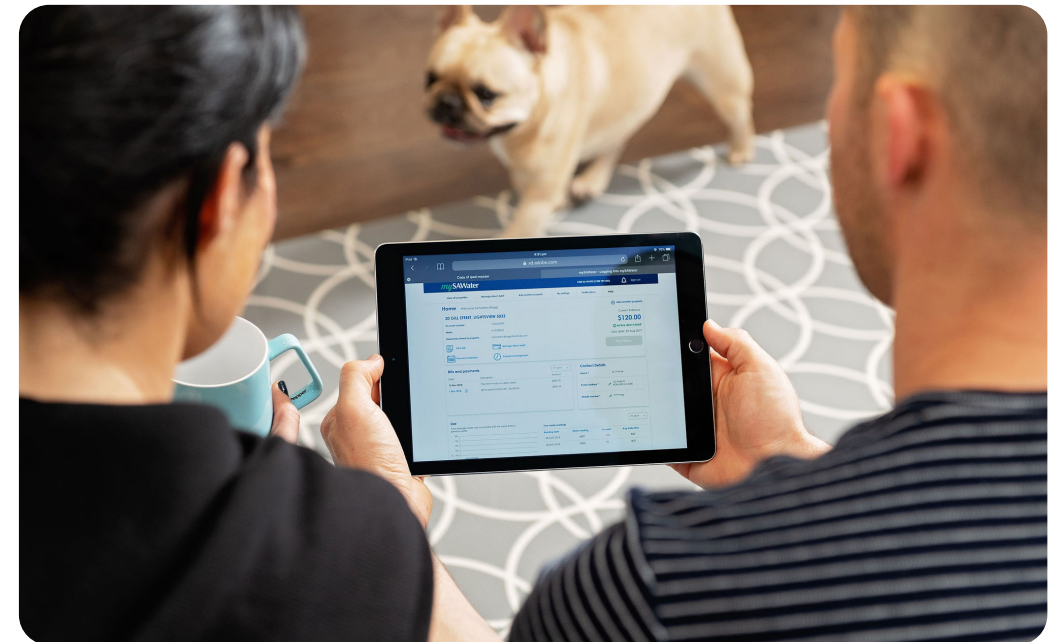
Innovation and efficiency will ensure we provide our customers with safe, reliable and affordable water and wastewater services.

We will maintain existing and develop new, trusted and genuine relationships with our customers and deliver outcomes that meet customers' needs. We will listen, seek to understand and co-create solutions. We will value social impacts and benefits, in addition to time, cost and quality measures, so our customers feel supported and have confidence in us and our decision making for the future.

Our intelligent and connected assets, will ensure we make best use of resources and increased remote management options, improve water supply and water quality outcomes.

As a highly responsive business, we will prevent or minimise temporary service interruptions for customers and the community even through extreme weather, bushfires and other extraordinary circumstances. Our personalised services, through an improved understanding of our customers and our network, will increase satisfaction.

Our people and our business will be resilient and prepared for the future. We will deliver for customers by ensuring continuity of service, making smarter asset decisions, responding to changing operational environments and achieving operational efficiencies to keep costs down.



Contributing to the United Nations Sustainable Development Goals





# Water for the future

## All water sources, delivery and service options considered.

Success is: secure customer access to fit for purpose water

Increasing our fit for purpose water service offering will provide options for South Australians to access the water they need for different uses, at an affordable price. Services will be designed together with customers and the community, with partnerships enabling diverse and equitable access and economic opportunities for South Australia.

Our sustainable water sources will deliver environmental benefits such as increased reuse of water, and a secure supply in a changing climate.

To maintain long-term water security, we will explore and influence broader water management policy, including water, wastewater and stormwater.

Integrated water cycle planning and system wide planning approaches will extend from harvesting and storage, through to treatment, distribution and reuse. We will investigate behind the meter demand, precinct planning, purified recycled water, decentralised and micro-treatment options as we strive towards water for all.

We will investigate new technologies to reduce the cost of water and wastewater treatment or increase the value proposition through other benefits.



Contributing to the United Nations Sustainable Development Goals





# Healthy communities

## Promote the health and wellbeing of active, thriving communities.

Success is: greener, cooler communities, reconciliation in action

Partnering across state and local government, we will bring new ways of using water effectively and efficiently to create comfortable, green spaces that support wellbeing in cities and towns across the state.

Our contribution to public health will include exploration of new or expanded partnerships with health specialists to support broader public health benefits.

Our reservoir reserves will provide the community with diverse opportunities to enjoy and explore these special and unique parts of South Australia. There will be opportunities for the community to partner with us to care for and preserve reservoir reserves for future generations.

We will seek to understand the community's views and ideas in relation to our capital works program, and engage earlier in localised areas to improve program outcomes.

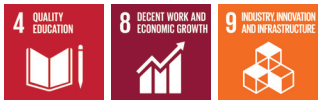
We will partner with the community to promote and support social and economic inclusion, and via our education and community programs knowledge share with current and future customers.

Striving for reconciliation will see us continue and improve engagement with Aboriginal and Torres Strait Islander people to ensure strong relationships, genuine respect, meaningful opportunities and strong governance.

We will use our supply chain to procure and invest ethically, locally and support Aboriginal owned businesses to build strength and opportunities in our community.



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# Proactive environmental leadership

## Climate change action with a reduce and reuse mindset.

Success is: waste reduced, increased by-product reuse, climate change resilience

To become a leader in environmental management, we will reduce our greenhouse gas emissions and continually innovate to make the most of the materials and resources we use for the delivery of water services.

Through partnering with our stakeholders, customers and the community, we will take action to adapt to climate change and minimise our environmental footprint. Ongoing adaptation will ensure we balance short-term imperatives with long-term benefits for customers and the community. A mindset to reduce and reuse will ensure we take full advantage of the by-products we generate.

With triple bottom line decision making, we will contribute to broader environmental, social and financial benefits while improving our operations. Sustainability will inform our planning and delivery.

Aligned with the state government's goal to achieve zero net emissions by 2050, we will continue to reduce our greenhouse gas emissions, increase the percentage of water we recycle, and seek to reuse by-products from treatment processes. Reducing waste and seeking opportunities to reuse or upcycle will reduce operational expenditure and bring environmental benefits.

With a long-term goal of zero net waste, we will build our reputation as a leading contributor of environmental benefits in South Australia.



Contributing to the United Nations Sustainable Development Goals





# Our people for the future

## A more diverse, inclusive and capable workforce

Success is: safe and healthy workplaces, high employee engagement, creativity through diversity

Our people and partners will be safe and engaged as they deliver and improve water services across South Australia.

We will proactively build a more diverse and inclusive business to better reflect the community we serve. A shared sense of purpose will ensure we all work towards achieving valued and impactful outcomes. These outcomes will be achieved by working flexibly, thinking innovatively and continually improving the services we provide, and how we deliver them.

As we pursue our strategy, learning, training and collaborative partnerships will enable our people to reach their full potential and be part of a high performing culture that delivers great customer outcomes. Technology will be embraced to achieve operating efficiencies, keep our teams connected, improve decision making and make the best use of our assets and infrastructure.

As a significant contributor to the economy and the growth of South Australia, we will attract, retain and nurture the best talent to shape and create our future workforce.

We will develop our people for the future and they will model the behaviours to create the organisation we need to be – safe, innovative, trustworthy, courageous, agile and collaborative.



Contributing to the United Nations Sustainable Development Goals



# The organisation we need to be

## Safe

Being safe from injury or harm at work is not negotiable. Our services and the way we deliver them keeps our people, customers and community safe.

## Innovative

Being innovative and creative brings new ideas and uses existing ideas in new ways. We listen to learn, partner with others, seek diverse views, and problem solve to achieve smart solutions.

## Trustworthy

Being trustworthy instils confidence. Our actions match our words and we are open, transparent and ethical.

## Courageous

Being courageous means considering new ways and striving for more. We are brave, bold, and prepared to lead and influence.

## Agile

Being agile ensures we are responsive and quick. We actively adapt and deliver lean, efficient and effective solutions.

## Collaborative

Being collaborative produces stronger outcomes. We are united with our partners and community to bring diverse thinking as we solve problems, learn and grow.



# How we will measure our success

## Strategic areas of focus

 <p><b>Driving customer outcomes</b></p>	 <p><b>Water for the future</b></p>	 <p><b>Healthy communities</b></p>	 <p><b>Proactive environmental leadership</b></p>	 <p><b>Our people for the future</b></p>
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<p><b>Success is:</b> maintained trust, water quality, asset reliability, service continuity, efficient and affordable</p>	<p><b>Success is:</b> secure customer access to fit for purpose water</p>	<p><b>Success is:</b> greener, cooler communities, reconciliation in action</p>	<p><b>Success is:</b> waste reduced, increased by-product reuse, climate change resilience</p>	<p><b>Success is:</b> safe and healthy workplaces, high employee engagement, creativity through diversity</p>
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## Measure of strategy

<p><b>Customer trust index</b></p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Trust</li> <li>• Value for money</li> <li>• Reliable and safe</li> <li>• Responsive</li> <li>• Environmental care</li> <li>• Contribution to healthier communities</li> </ul> 	<p><b>Delivering services index</b></p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Operational efficiency</li> <li>• Safe drinking water compliance</li> <li>• Service reliability</li> <li>• Satisfaction with service</li> <li>• Service delivery safety</li> </ul> 	<p><b>Sustainability index</b></p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Social</li> <li>• Environment</li> <li>• Financial</li> </ul> 	<p><b>Our people index</b></p> <p><b>Measures:</b></p> <ul style="list-style-type: none"> <li>• Culture</li> <li>• Engagement</li> <li>• Wellbeing</li> <li>• Diversity and inclusion</li> <li>• Safety maturity</li> </ul> 
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# Strategic framework

To support the delivery of our strategy, a set of seven corporate strategies set our goals that will achieve our strategy and operationalise our new ways of working. The corporate strategies inform our work plans and projects.

