



2021 annual report

hunterh₂O
Water together

Advisory and Planning

Asset Management

Design

Digital and SCADA

Process

Project Management

Operations Support

Our Vision: **Water Together**

Together we create the right water solutions to improve lives and support sustainable and healthy communities.

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chairperson's message

Dr Kirsten Molloy | Chairperson



Dear Shareholders

I was delighted to have been appointed to the role of Chair of Hunter H₂O from 1 January 2021. It has been a very active year in terms of financial outcomes, innovation, people and culture, in the midst of an ongoing global pandemic, and our people's health and safety has been at the forefront of our minds and considerations. I also want to acknowledge the leadership and commitment of Brian Gatfield in his role as Chair since the company's inception in 2014 through to the end of 2020. It is pleasing to still have continued access to Brian's wise counsel as a Director and I thank him for his significant contribution to Hunter H₂O.

I'm pleased to report on a year of outstanding achievements on a range of fronts, despite challenges of drought, floods, pandemic and continued economic uncertainty. It is worth reflecting on the reasons for how well the company did in these circumstances and, in particular, success in adjusting to the COVID-19 environment.

First, we started the year with a Strategic Plan that provided a framework to cope with uncertainty and management of risk. As a more agile organisation, we were able to react swiftly, adapting operations to an avalanche of change, including impacts of the pandemic, industry reform and new and emerging risks for both Hunter H₂O and our customers.

Second, at all times our customers were front of mind. We kept close to our customers and met their needs in difficult conditions. When COVID-19 struck, we were organised and innovative, able to focus on customer response without business interruption or delay.

Third, Hunter H₂O has built a high quality client portfolio, is financially conservative and, in this year under review, generated strong cash flow sufficient to generate positive shareholder returns.

A commitment to Zero Harm is embedded in our culture; our continued excellent safety performance is another positive for 2020/21. While we have an ongoing focus on physical safety, I am pleased we have adjusted our focus to include wellbeing and supporting positive mental health. While there are always areas for more development in this complex space, it has provided a solid foundation to support people through another uniquely challenging year.

At Hunter H₂O, contributing to a sustainable future for everyone is core to who we are and what we want to achieve. We believe that future generations should enjoy environmental, social and economic conditions that are equal to or better than those enjoyed by the present generation. Our Strategy and business operations are guided by our renewed Sustainability Policy.

The Board and Executive have been working hard on inclusion and diversity within our business. An inclusive workplace culture creates the foundation for increased diversity and I look forward to further focus and outcomes in this area. Employee engagement has remained very positive and is, in fact, increasing over time, while focus areas for further improvement have been identified.

But lastly, and of most importance, Hunter H₂O has extraordinarily capable people. It is due to you and all your colleagues, your enthusiasm, work ethic, skills, and competence that has delivered, all these outcomes, including very good financial results.

To my fellow Directors, my thanks for your support and guidance; to Peter Dennis and the Executive Leadership Team, my thanks and appreciation for impressive leadership, team cohesion and well laid plans for the longer term, well done.

With a strong order book, developing opportunities here and in the Pacific, the year ahead shows promise for further growth in a rapidly changing external environment.



managing director's message

Peter Dennis | Managing Director



The last year has seen substantial business growth, leveraging our strong water sector positioning and long-term market penetration in a diverse range of markets across Australia, New Zealand and the Pacific. A steady stream of major project and panel wins has enabled robust growth and the ability to attract even more talented people to our team.

Our Board and Executive Leadership Team have continued to successfully execute our 2025 Strategic Plan. We have seen growth in profitability, we are more customer connected, we have expanded our client base and we have developed a healthy pipeline of work and long-term opportunities.

Hunter H₂O's long-term relationships and agility have enabled us to provide vital assistance to our regional clients through catastrophic drought, bush fires and subsequent flooding events, epitomising our character, purpose and values. We have gained clarity on our market edge and have adapted into an agile organisation — able to respond to the needs of our customers when they need us most.

I am proud of our team's resilience in adapting to the challenges presented by COVID-19. I want to thank everyone for their perseverance through difficult times, and particularly for their support of one another. Our improved team connectedness and ability to rapidly move to a virtual working environment continues to be a key factor in our success.

We believe that, to be successful, you must put culture first. To strive for an environment that is inclusive, promotes diversity and that we are all proud to be part of. Most pleasing this year is our focus on and improvement in all aspects of our culture. This improvement strongly underpins our future success and I am proud of the collaborative way our people are engaging and sharing knowledge across the business.

A culture-first company focuses on employees as the driver of great performance. This approach aims to strengthen our unique service offering, encouraging the search for innovative solutions to better understand our clients' needs and challenges.

Our team continues to build market edge and competitive advantages through ongoing investment in digitalisation of our design processes, smart asset management approaches, creation of next generation operating systems and innovative process designs that result in more resilient and sustainable treatment plant performance.

One of the key litmus tests for being customer connected was the renewal of a number of our major panel partnerships. In particular, this year our team was successful in securing our position as one of two partners under Hunter Water's Design & Engineering Services Partnership, which has a life of up to eight years. One of the primary selection criteria was around our culture and ways of working, and we are excited to continue on our journey of shaping sustainable urban water management in our own backyard with our partner, Hunter Water. Our increased panel revenue, together with our exceptionally strong revenue from our regional market, ensures a resilient forward pipeline of exciting and meaningful work for our team.

Hunter H₂O continues to recognise the importance of investing meaningful support into our neighbouring Pacific communities. Our people play a vital role in supporting the intent of the Sustainability Development Goal set by the United Nations for Clean Water and Sanitation (SDG6). This is more important than ever as our Pacific friends recover from the impacts of COVID-19 on their local economies. We see first-hand the value we can foster through close partnerships that show genuine investment in building the local capacity of our neighbours.

Our critical connections with the Australian Water Partnership and the Pacific Water and Wastewater Association directly support Young Water Professional development in Pacific nations. This is an important investment in a more sustainable, diverse and equitable future.

Our Board and team continue to strive to contribute to a more sustainable future. This year, we invested in a 100 kW solar system for our Newcastle head office, in addition to a number of other sustainability initiatives implemented by our Sustainability Team (detailed further in the Our Sustainability Journey section of this Annual Report).

Our diverse network of talented people continues to inspire me through their unique strengths, insights and how they apply these to develop smarter and more practical water solutions for our clients. Through blending our technical capability and our personal approach, we forge strong, trusted relationships with our clients and stakeholders. A number of these smart, customised water solutions are showcased in the Project Highlights section of this Annual Report.

We really appreciate the strong team we are building outside of the Hunter. Our new offices in Tamworth and Suva, together with our existing offices in Adelaide and Brisbane, enable us to stay connected with our regional clients and build a strong, diversified network of clients throughout Australia and the Pacific.

Well done to our team for your commitment towards building a great culture, continuously improving our organisation and supporting one another. Your resilience and agility in responding to the challenges of the last year is inspiring.

I am incredibly excited and optimistic about our future. A future where:

- » We continue to collaborate to make a difference in the communities in which we work
- » We continue to grow our business, increase our impact and reward our staff and shareholders
- » Our people grow and develop to achieve their professional aspirations
- » Our work contributes to more sustainable use of water for the longevity and liveability of the communities we work with.

I also appreciate the support of our Chair and the Board in providing effective governance and oversight of our company strategy and risk management processes and, most vitally, backing our team at Hunter H₂O.



company vision & purpose

We get excited about your toughest water and engineering challenges

- » 100% Australian and employee-owned
- » Water focused, internationally skilled and competitive
- » Our operations heritage fosters the trust and practical insight needed to deliver the right solution the first time.

Hunter H₂O is one of the largest Australian specialist consulting firms in the water industry. We operate across a broad range of water industry project types within the following diverse set of clients and geographies: Regional Water Utilities, Metropolitan Water Authorities, International, Private Sector Clients and Government Agencies.

We employ over 125 water industry specialists and forecast continual growth through building a strong presence around our major city offices in Brisbane, Newcastle, Adelaide, Tamworth and our new office in Suva, Fiji.

We work alongside our clients to integrate:

- » Process expertise including both Water and Wastewater
- » Design services (including civil, mechanical, electrical, hydraulic and chemical/process engineering)
- » Planning (Australia and international)
- » Digital SCADA & automation integration services
- » Project management and operations support
- » Asset management
- » Strategic advisory expertise.

Our third-party certified health and safety, environment and quality management systems define the framework for consistent quality and safe operations during the successful delivery of projects.

Our vision of “Water Together” has several meanings. Water is vital for the many communities we serve.

Our vision reflects:

- » The importance we place on collaboration, diversity and teamwork in creating the right innovative solutions that drive value
- » It also reflects our strong desire to partner with our customers, constructors, universities and other professionals in ensuring healthy and sustainable communities.

Our purpose epitomises who we are at Hunter H₂O. Our work in regional areas and in the Pacific is really about helping communities to ensure they have reliable and safe drinking water, as well as sustainable management of wastewater. It also captures our desire to deliver smart and innovative water solutions for our customers.

Our vision

Water Together

Our purpose

Together we create the right water solutions to improve lives and support sustainable & healthy communities

Our values

I care deeply
I am inclusive
I do what's right



We work as one team

We connect the right people for the job
We collaborate to create the right solutions
We encourage and recognise excellence and we celebrate achievements.



We are customer connected

We put the customer “front of mind” in everything we do
We seek solutions that drive value for our customers and the communities that they serve
We deliver services that are timely, efficient and meet the needs of the customer.



We develop our people so that they can be the best they can

We support mentoring and development programs
We provide constructive feedback
We provide exposure to the right work experiences.



We empower our people

We dedicate time for creativity and problem solving
We have courage to try things out
We value solutions and innovations that make our communities more sustainable.



We are always improving

We have a commercial mindset in how we work
We actively engage our customers to seek feedback on our service delivery and identify opportunities for improvement
We dedicate time to reflect and learn from our experiences.

supporting healthy communities for our traditional owners

We acknowledge the Traditional Owners and Custodians of the lands on which we live and work.

We pay our respects to Elders, past, present and emerging, and acknowledge the cultural heritage, beliefs and continuing relationship of Traditional Owners with the land.

The Aboriginal and Torres Strait Islander people have provided custodianship of the waters of this region for more than 40,000 years. Our team recognises this strong connection and celebrates their contribution to the region and the importance of the Traditional Owners in the journey ahead.

Hunter H₂O supports Indigenous communities through our work assisting in the delivery of clean water and sanitation infrastructure.

Chlorination Options Study, Summervale Aboriginal Community | Department of Planning Industry and Environment (DPIE)

DPIE manages the Aboriginal Communities Water & Sewerage Program (ACWSP). The ACWSP is a joint initiative between the NSW Government and NSW Aboriginal Land Council (NSWALC).

The Summervale Aboriginal community is located approximately 5 kms from the town of Walcha. The land on which the community is situated is owned by the Amaroo Local Aboriginal Land Council (LALC). There are 12 permanent residences in the community, with a fluctuating population.

Under the ACWSP, Walcha Council is engaged by DPIE as the service provider of water and sewerage services to the Summervale community under a long-term agreement.

Drinking water is supplied to Summervale from the Walcha WTP. Water from the WTP is piped directly into the Summervale reticulation without a service reservoir. There has been a history of low chlorine residuals recorded at Summervale, with regular detections below 0.2 mg/L. Due to the fluctuating use at Summervale, detention time can vary between 4-8 days, with pH exceeding 8.5.

DPIE engaged Hunter H₂O to perform an options study to increase chlorine residual in Summervale. The ultimate outcome is to ensure Summervale has a chlorine residual of ≥ 0.2 mg/L throughout the distribution system, in accordance with the Australian Drinking Water Guidelines 2011.



Chlorination System Design Develop & Construct (DD&C), Summervale Aboriginal Community | DPIE

Following on from the options study, a preferred option was selected involving dosing chlorine at the beginning of the Summervale Gravity Main. This option would boost the chlorine residual to ensure that a residual would be maintained at the Summervale community.

Hunter H₂O was engaged to develop a concept design for the chlorine dosing and monitoring system, development of DD&C specifications and project management of the tendering and construction process.

Namatjira Design Review Department of Industry - Water

Dareton is located in the far west of NSW, within the Wentworth Shire Council, approximately 850 kms west of Sydney and 15 kms northwest of Mildura

The Dareton Raw Water system is sourced from the Murray River, and owned by Wentworth Shire Council. At the eastern end of the system, a steel reservoir and pump station are located adjacent to Namatjira Avenue to supply raw water to the Namatjira / New Merinee Aboriginal Communities.

The existing steel reservoir has been deemed to be in a state beyond economical repair as assessed by Public Works Advisory (PWA), and PWA has put forward that it needs to be demolished and replaced with an alternative Raw Water supply system.

Hunter H₂O was engaged review the current Namatjira and New Merinee Raw Water Supply Upgrade design for the purposes of:

- » Checking the validity of the assumptions used to develop the current concept design,
- » Reviewing the proposed design to see if it represents value for money
- » Identifying areas of over-design, over-specification and/or the inclusion of excessive requirements.





our sustainability journey

Hunter H₂O's Sustainability Policy is built upon our guiding values and principles and is intrinsically supported by our four strategic pillars: Being Customer Connected; Our Team; Our Market Edge; and Sustainable and Agile.

For our team at Hunter H₂O, contributing to a sustainable future for everyone is core to who we are and what we want to achieve.

Earlier this year Hunter H₂O undertook a carbon accounting and energy audit to identify opportunities for reducing our carbon output. The assessment found that renewable energy would be a viable and effective option in helping us achieve carbon neutrality in the near future.

Therefore, in early March, a 100 kW solar system was installed at our head office in Newcastle, reducing approximately 25% of power imported from the grid.

At the same time, it was identified that our head office car park lighting was consuming a significant amount of electricity, based on old lighting technology. We have since installed energy efficient LEDs, reducing approximately 84% of the electricity used to power the car park lights.

We also now have a veggie patch and compost bin at our head office, thanks to the hard work and green thumbs of our team. The veggie patch has been in place since June and is already producing lots of fresh and tasty veggies, ready for the picking!



We believe that future generations should enjoy environmental, social and economic conditions that are equal to or better than those enjoyed by the present generation. Our strategy and business operations are guided by the following principles:

- » We recognise that climate change is a significant challenge to achieving sustainable economic, social and environmental development in the water industry and this belief is reflected in our core business activities
- » We recognise the importance of the United Nations' Sustainable Development Goals and strive to meet the intent in whatever way we can. Through our strategy execution, Hunter H₂O is committed to continually reviewing and improving sustainability practices

- » Our business operations are guided by the 10 Principles of the United Nations' Global Compact. We recognise our strong partnership with our Pacific clients and other agencies is founded on trust and an implicit respect for these principles
- » We strongly support the objectives of the Modern Slavery Bill 2018 (Commonwealth) and Modern Slavery Act 2018 (NSW).





project highlights

Liverpool Plains Shire Council Quipolly Water Project

The Quipolly Water Project is the final stage of Liverpool Plains Shire Council's (LSPC) regional water supply strategy. The project improves water supply security by connecting the catchment and storage capacity of Quipolly Dam to customers in the towns of Quirindi, Werris Creek and Willow Tree.

The project includes construction of a new greenfield 6 ML/day Quipolly WTP, 21 km of pipelines to interconnect the water supplies of Werris Creek and Quirindi, dam destratification and intake tower modifications. The WTP will be required to treat some of the most difficult water quality encountered in Australia, and will incorporate varied treatment processes including PAC, DAF, ozone, chemical dosing and UV disinfection.

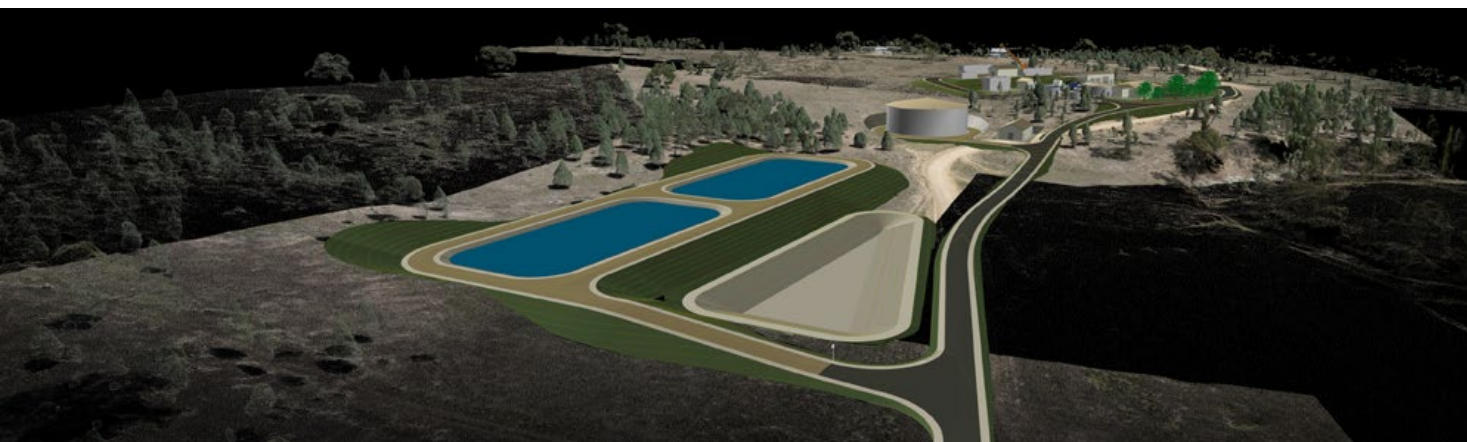
Having successfully secured \$20M in Federal and NSW Safe & Secure grant funding, LPSC needed a trusted partner to assist them in delivering this significant water infrastructure project.

LPSC engaged Hunter H₂O to provide project management, engineering and procurement services.

A review of project risks and opportunities identified early work and investigations that LPSC could undertake immediately to reduce their contract risk and improve price certainty. Our project team worked closely with LPSC to determine the right areas where our project management and engineering support would add value.

Our team continues to support LPSC with ongoing project management, contract administration and engineering support through the contract period, testing and commissioning.

Under a separate engagement, we are currently fulfilling a role as a Principal's Authorised Person and Owner's Engineer for a GC21 Design and Construct contract valued at \$32M. We will continue throughout this engagement to administer the contract, review the contractors, supervise construction including release of hold point and provide proof of performance testing, and commissioning assistance.



Hunter Water

Design & Engineering Services Partnership

Hunter H₂O has been awarded a four-year partnership agreement as part of Hunter Water's Design & Engineering Services Partnership, with the opportunity to extend an additional four years. This partnership agreement has been in effect since February 2021.

The Partnership provides a range of design and engineering services focused on water and wastewater challenges across multiple engineering disciplines, including civil, structural, mechanical, electrical, process, geotechnical, environmental and dam engineering. It also covers all aspects of water utility engineering support, including master planning, advisory, planning, design and operational support.

Within two months of the panel being initiated, Hunter H₂O has received and undertaken over 50 service requests ranging from water and wastewater planning model calibrations, ad-hoc design advice, water and wastewater asset condition assessments, value management workshop facilitation and assessments, business case support, dam geotechnical inspections, hazardous chemical management plans, water treatment plant operations support, survey support and water network monitoring.

This current partnership builds on our long-term relationship with Hunter Water, where we have provided planning, engineering and design services to them under a range of different models for over 20 years.

This arrangement is a true partnership, with a focus on ensuring the relationship is not transactional. To support this, the partnership has created a roadmap with broader aspirations for Hunter Water, including long-term capability development, pursuing digital engineering best practice, sustainable decision-making frameworks and other agreed long-term partnership goals. We have a set of KPIs that measure performance, including against our longer-term partnership objectives.





project highlights

MidCoast Council

Gloucester STP

The Gloucester STP was constructed in the 1930s and is typical of other trickling filter plants constructed throughout regional NSW during this era. The last major upgrade was completed in 1983, realising a rated capacity of 4,600 EP. A portion of the treated effluent undergoes further post maturation pond treatment prior to agricultural reuse at adjoining properties. The balance of effluent is discharged to the Gloucester River.

A 2015 condition assessment showed the 80-year old civil structures were mostly in poor condition. Mechanical and electrical assets are in varying condition, with many requiring urgent replacement. A number of significant WHS risks were also identified, mostly associated with construction prior to implementation of modern standards.

Population projections have indicated that plant capacity will be exceeded within the next 15 years. Further, the current plant is unable to produce effluent consistent with contemporary environmental standards and both the EPA and the community have an expectation that any STP upgrade would deliver incremental improvements in effluent quality.

MidCoast Council (MCC) has committed to replacing the current STP in order to address WHS issues, cater for future growth and improve effluent quality. The upgrade must also ensure that flood risks associated with the current site (adjacent to the Gloucester River) are effectively managed. An options study completed in 2020 identified a continuous activated sludge process as the preferred treatment configuration.

Hunter H₂O was engaged in January 2021 to develop a concept design of the preferred option that can be used to inform a subsequent detailed design phase. Compilation of a REF and technical specifications / schedules associated with the detailed design were also delivered as part of the engagement.

The concept design also included construction staging that minimised non-compliance risks throughout the construction process, and outlined how the rising mains could be successfully transferred to the new infrastructure.

The tender documentation was delivered in close consultation with MCC in accordance with their templates and requirements.



Watercare Services

Papakura WTP

Watercare Services Ltd (WSL) is delivering a new WTP at Papakura, south of Auckland, NZ, to augment the existing Auckland region water supply. The plant will treat water from the relatively small Hay's Creek Dam which, during the winter months, sees significant rainfall, with the dam often spilling. The new Papakura WTP will have capacity of 12 ML/d, harvesting water from the dam and treating it to a very high standard.

Our long history with WSL was a catalyst for their Operations Excellence Group to directly seek us out to provide advice on the process train and initial project development support. Following on from the success of this initial work, our role has evolved into whole of plant design assistance, including process, mechanical, hydraulic and design management and coordination.

This project was initiated in mid-2020 as a part of a drought response program, and must be completed by late-2021, as the temporary plant is taken offline. The project involves WSL and a number of third parties, including major plant vendors (Suez, Filtec, Trojan, WTA), local NZ design consultants and contractor (Fletcher Constructions), with all suppliers working together to deliver the works in this challenging timeframe.

Our experience in whole of plant design, vendor management and client support, and providing a leading role in coordinating the design, ensured WSL had confidence to deliver within a unique project environment.

An aspect of design coordination that is more unique to this project, is our coordinating the integration of a 3D model that brings together and integrates the individual design models of seven different designers across four countries. This model is being used to develop the design, complete Safety in Design and operational planning, and provide downstream construction efficiency, with the Contractor being able to plan for its construction well ahead of receiving final 2D drawings.

Our team is providing a high level of consultation and engagement with the WSL team as they work through preliminary, concept, detail design and construction in a very compressed timeframe.

We have delivered all of this through a virtual working environment – design, consultation, workshop facilitation – against a background of drought and the COVID pandemic.





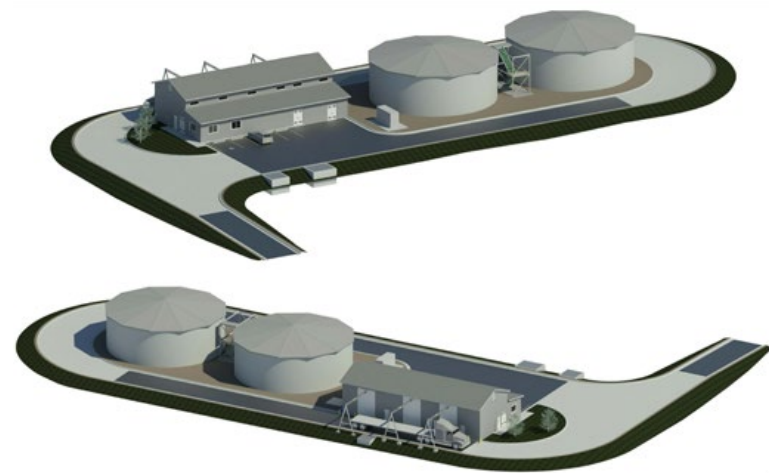
project highlights

Gunnedah Shire Council

Gunnedah WTP

Gunnedah Shire Council (GSC) townships are currently supplied with chlorinated water. In 2009, NSW Health approached GSC to implement fluoride into the town water supply as part of the NSW Health Fluoridation Implementation Scheme. It wasn't until December 2017 when GSC approved the implementation of fluoride.

GSC approached Hunter H₂O in February 2019 to undertake an options assessment study to review the benefits between continuing with decentralised dosing systems and a centralised dosing system. Both configurations were for fluoride and chlorine dosing only. The outcome of the options assessment saw endorsement of the preferred option of a centralised chlorine and fluoride dosing plant by NSW Health and DPIE, as they saw significant benefit to GSC's ongoing operational costs.



Upon endorsement, GSC engaged Hunter H₂O to complete a high level 50% concept design to firm budget requirements with the funding body, which later led to completion of the concept design to 100% and development of GC21 Design and Construct tender specifications.

Hunter H₂O built a strong relationship with GSC and was further engaged as Owner's Engineer to aid GSC with design review, construction technical assistance / site inspections and commissioning / training assistance through the delivery of the WTP.

As a separate engagement in June 2021, GSC engaged Hunter H₂O to act in the role of Principal's Authorised Person for the contract. This role provides direct correspondence between the Principal and the Contractor, with main tasks including assessment of payment claims, design / construction progress and review of project management documentation.



Walcha Council

Walcha Off Creek Storage

Hunter H₂O was engaged by Walcha Council in early 2020 to undertake project planning for the detailed design of a new 300ML Off Creek Storage, River Pontoon Pumping Station (RPPS) and associated pumping and control system infrastructure. The project focused directly on improving water supply redundancy and security of supply following a period of unprecedented drought in the Namoi Region in 2018/19.

Hunter H₂O led the design of the proposed network infrastructure and engaged dam specialist subconsultant, Entura, to complete the design of the Walcha Off Creek Storage infrastructure. The detailed design and associated GC21 commercial documentation were successfully delivered by mid-2021, with Walcha Council approaching the market for procurement of a Construct Only engagement shortly after.

Hunter H₂O encountered several key challenges in the development of the design. The impacts of COVID, particularly with travel restrictions making site attendance difficult, were managed by our team working collaboratively with Walcha Council.

The high level of collaboration that Hunter H₂O embodied ensured that the project was ultimately delivered in a timely manner for Walcha Council to begin the procurement phase within the timeframes stipulated by their Funding Deed.

The project team delivered significant value to Walcha Council. A high level of consultation with representatives from Walcha Council, NRAR, DPIE, DSNSW and other identified stakeholders (including the private landowner), ensured that no 'showstoppers' disrupted the development of the design, and the final output was fit for purpose and satisfied the key requirements of both internal and external stakeholders.





project highlights

Townsville City Council

Reservoir Condition Assessments

Townsville City Council (TCC) owns and operates 45 water service reservoirs across an expansive area of operations. Hunter H₂O was engaged to conduct inspection and detailed condition assessment of 15 reservoirs within TCC's supply network. The primary drivers for the condition assessment were to locate condition issues that affect structural condition, operation and maintenance, and WHS, water quality, environment, site security and community impacts.

This type of work has traditionally been completed via divers and an invasive inspection. Hunter H₂O proposed the use of a submersible ROV to complete internal inspections and an external air drove to assist with external inspections where possible.

This approach mitigated significant WHS risks, as divers were not required to enter each reservoir. As a result of this approach, there was significant cost savings and a reduction in operational impact to Townsville's water supply network (with all reservoirs remaining in service during the inspection).

This significantly reduced the operational input required from TCC to complete the inspections, by removing the need for localised shutdowns and disinfection works, etc. to maintain water quality. The main requirement was the need to have each reservoir full.

Another benefit was that the inspection was completed by qualified engineers on-site, resulting in solid and tangible recommendations for repairs that were needed to be completed on each reservoir to ensure continued operation.

A detailed condition assessment report was prepared for each reservoir, highlighting and discussing issues in relation to asset condition, with accompanying photos, any impacts to water quality and ongoing operation of the asset, as well as documenting WHS issues at the site, such as non-compliant access structures.

Due to the success of the initial inspections, follow-up work for this project has recently been awarded to Hunter H₂O, which includes the preparation of tender packages for the remediation of five of the highest priority reservoirs inspected. In addition, Hunter H₂O will complete inspections for a further 18 reservoirs.



Water Supply Network Storage

Risk Assessment Methodology

Hunter H₂O is regularly engaged to carry out analysis of the current and future performance of water supply systems and develop augmentation strategies where required. When considering potential augmentation options, including changes in reservoir storage capacity, WSAA recommends a risk-based approach that reflects the characteristics of the system and the associated risk to water resilience.

Any request for funding assistance from external parties would be expected to include outcomes from such an assessment, to demonstrate that a robust consideration of options has been undertaken and the optimal solution identified.

To assist in determining the optimum outcomes for water supply systems, Hunter H₂O has developed a risk assessment methodology that aligns with ISO 31000, the international standard for risk management, and meets WSAA requirements. The process can be adapted to incorporate a utility's existing risk measurement tools and enables focus on the highest risk scenarios and their viable solutions. It is a collaborative process that can bring together planning and operational staff to objectively determine the best path forward for the network and its customers

Case Study: Snowy Monaro Regional Council Cooma Risk Assessment Workshop

Hunter H₂O was in the process of finalising a water supply strategy for Cooma on behalf of Snowy Monaro Regional Council (SMRC), when the catastrophic failure of an existing reservoir within the network was experienced.

The effects of this loss on the capacity of the network to meet current and future customer demands needed to be examined to enable SMRC to decide whether to replace the reservoir.

A collaborative approach was adopted with SMRC to integrate system modelling outcomes and operational experiences. Risk assessment techniques were customised to the situation, enabling the consideration of a range of practical options scaled to address the risks identified.

The objective of the project was to identify options for infrastructure and operational modifications to ensure water supply continuity is maintained in line with customer expectations. The outcomes needed to meet WSAA requirements for risk analysis of the causes of supply interruption, and take current and future customer demand into account, including the needs of major commercial customers.

The risk workshop was conducted onsite at Cooma and involved SMRC representatives from water management, planning and operations. Participants were guided through an identification of the potential network failure modes that could affect supply continuity and the level of severity these posed. Those events with the capacity to interrupt customer supply for unacceptable durations were extracted and the likelihood of occurrence was determined.

Whilst replacing the lost reservoir was an option for SMRC, the risk analysis approach resulted in a number of other approaches being considered. These ranged from modifying existing pumps and process units, to proactive regulation of reservoir depletion and bolstering bushfire response plans.

The risk analysis methodology developed for this project is transferable to other network management situations. Failure modes can be considered in light of their consequences to service expectations and then compared to risk appetite levels of the organisation.

It is flexible and adaptable and intuitive for users with minimal risk management experience.



project highlights

North East Water

West Wodonga Bioenergy Facility

North East Water (NEW) owns and operates West Wodonga WWTP. The WWTP is close to capacity, with over 40% of the load being attributed to high organic strength trade waste. In parallel, NEW has a goal to significantly reduce Greenhouse Gas (GHG) emissions by 2025. NEW and Hunter H₂O have been working together since 2018 to identify options to reduce loading to the WWTP and reduce GHG emissions.

Hunter H₂O has recently been engaged to provide a reference design and tender specification for the procurement of a new bioenergy facility. The contract also includes tender review, construction support and commissioning support. The proposed new bioenergy facility will receive the diverted high strength organic waste, freeing up an additional 40% capacity for growth. The trade waste will then be anaerobically digested, a process which will produce methane gas which will be combusted to produce electricity.

A struvite precipitation process will then be used to strip phosphorus and nitrogen from the anaerobic digestate for beneficial agricultural reuse. This component of the process is relatively novel, with limited examples of implementation in Australia. Following stripping of nutrients, the effluent will then be treated through a new Membrane Bioreactor (MBR) process.

The proposed project provides additional capacity for growth, whilst providing beneficial by-products and significantly reducing site GHG emissions. It is further estimated that this project has the potential to save up to \$20M over a 30-year lifecycle, compared with the business as usual option.

In parallel with the new bioenergy facility, a new hydrogen production facility will be installed adjacent by Australian Gas Infrastructure Group. It is intended to use the by-product of hydrogen production, oxygen, for biological processes within the WWTP. Use of this oxygen will reduce site power consumption and, hence, GHG emissions. Although Hunter H₂O is not involved in the hydrogen project, we will be completing the reference design and specification for the integration of the pure oxygen injection.



Queanbeyan-Palerang Regional Council

Queanbeyan STP

Hunter H₂O is working with Queanbeyan Palerang Regional Council (QPRC) to deliver the Queanbeyan STP Upgrade which will replace Queanbeyan's existing STP with a modern treatment facility that protects public health and the environment for future generations.

The new 75,000 EP Queanbeyan STP supports the continued growth and development of Queanbeyan and is designed to meet stringent environmental objectives for effluent discharge into the Molonglo River that flows into Canberra's Lake Burley Griffin. The design of the new facility has been developed in close consultation with QPRC, with a strong focus on reliable operation, sustainability and whole of life value to QPRC.

The upgrade uses an advanced treatment process that includes a continuous flow oxidation ditch and clarifiers for biological nutrient removal, tertiary DAF filtration for phosphorus removal and UV disinfection. The plant is configured with the ability to operate in a solids-contact mode to provide enhanced treatment during wet weather flows.

As the lead design consultant, Hunter H₂O is supporting QPRC through delivery of all aspects of the project. The detailed design is being delivered using digital design practices that include digital drone survey with photogrammetry, development of fully-integrated 3D design of the upgrade, as well as Smart P&IDs that include meta-data.

The use of these tools assists in engaging QPRC and other stakeholders in a detailed and meaningful review of the operational and maintenance needs as the design develops, and continues to provide value during construction and plant operation.



Hunter H₂O and QPRC have established a highly collaborative project team. This high level of trust and collaboration has enabled us to support QPRC with our specialist resources as new needs arise, and has provided an opportunity to share ideas and deliver innovation.

The project includes the following innovation enhancements:

- » Hunter H₂O used pilot plant testing to demonstrate that mechanical mixers could be removed from the anoxic zone design, delivering an ongoing saving of \$25,000 per year in power costs
- » Our procurement for the project includes early vendor engagement, with equipment suppliers being engaged by QPRC during the design phase. This delivers a high degree of collaboration between QPRC's operators, equipment suppliers and the designer during design development, providing QPRC with a high degree of control over the equipment they will operate and reducing supply risks during the construction phase
- » The digital design and supplier engagement are being delivered with the end-operator in mind. As part of the project, we propose to deliver a NextGen operating system providing QPRC's treatment operators with digital operation and maintenance information, including record drawings, equipment details, training videos and automated information reports of key compliance and monitoring information.



project highlights

Snowy Monaro Regional Council

Adaminaby & Bombala STPs

Adaminaby and Bombala STPs were commissioned in the 1960s and are typical of trickling filter type plants of this time. Faced with aging assets and tightening effluent quality requirements, Snowy Monaro Regional Council (SMRC) elected to upgrade the STPs. Hunter H₂O was engaged to undertake options assessment, concept and detailed design for replacement treatment plants.

We first worked with SMRC to develop a design basis to be utilised throughout the project. The limited quantity of reliable information complicated design basis development and considerable effort was placed in closing information gaps and adopting conservative assumptions. We then developed a long-list of suitable technology and equipment types. Through discussions with SMRC and a subsequent multi-criteria assessment (MCA), a preferred approach was identified.

With a preferred approach selected, we then undertook concept designs at each site that included construction of a packaged inlet works, dual intermittent activated sludge reactors with diffused aeration, tertiary continuous backwash filters, chemical dosing facility (phosphorus removal and alkalinity correction) and sludge lagoons. A new switchroom, blower building and site recycled water system were also included within the design.

Engagement with funding partners and regulatory authorities saw delivery of the Adaminaby project delayed and minor changes to the headworks at Bombala. We undertook all levels of process, civil / structural, mechanical and electrical / control detailed design. Considerable effort was required to allow construction within the restricted brownfield site, whilst allowing continued operation of the existing plant. We then developed technical specifications and schedules for use during delivery via a Construct Only contract. We provided support during the construction and commissioning phases of the project. We were responsible for process commissioning of the plant when sewage was introduced in the summer of 2021, and we continue to provide operational assistance during the early stages of the plant's life, including provision of operational manuals and training.

During construction of the Bombala STP, we worked with SMRC to resolve funding and regulatory approval issues for Adaminaby that led to a reduction in size of the Adaminaby STP and a revised in-channel inlet works. With the configuration approved, we then undertook a detailed design technical package as per Bombala that was completed at the end of 2020. The Construction Contract was awarded in early 2021 and site works have just commenced. We will provide the same construction and commissioning support as per the Bombala project to support SMRC in the delivery of this vital infrastructure. This project saw us support SMRC from inception through to initial running of industry best practice treatment plants that will yield operational, environmental and community benefits across their design life.



Wingecarribee Shire Council

Bowral, Moss Vale & Mittagong STPs

Wingecarribee Shire Council (WSC) is projecting significant growth across a large part of its LGA. Their three largest STPs at Bowral, Moss Vale and Mittagong are at or approaching capacity and require augmentation to support anticipated growth.

Operating within Sydney's drinking water catchment, effluent quality requirements are extremely stringent and WSC has adopted Neutral or Beneficial Effect (NorBE) criteria as established by WaterNSW. WSC intends to upgrade each of the plants sequentially over the next five to six years.

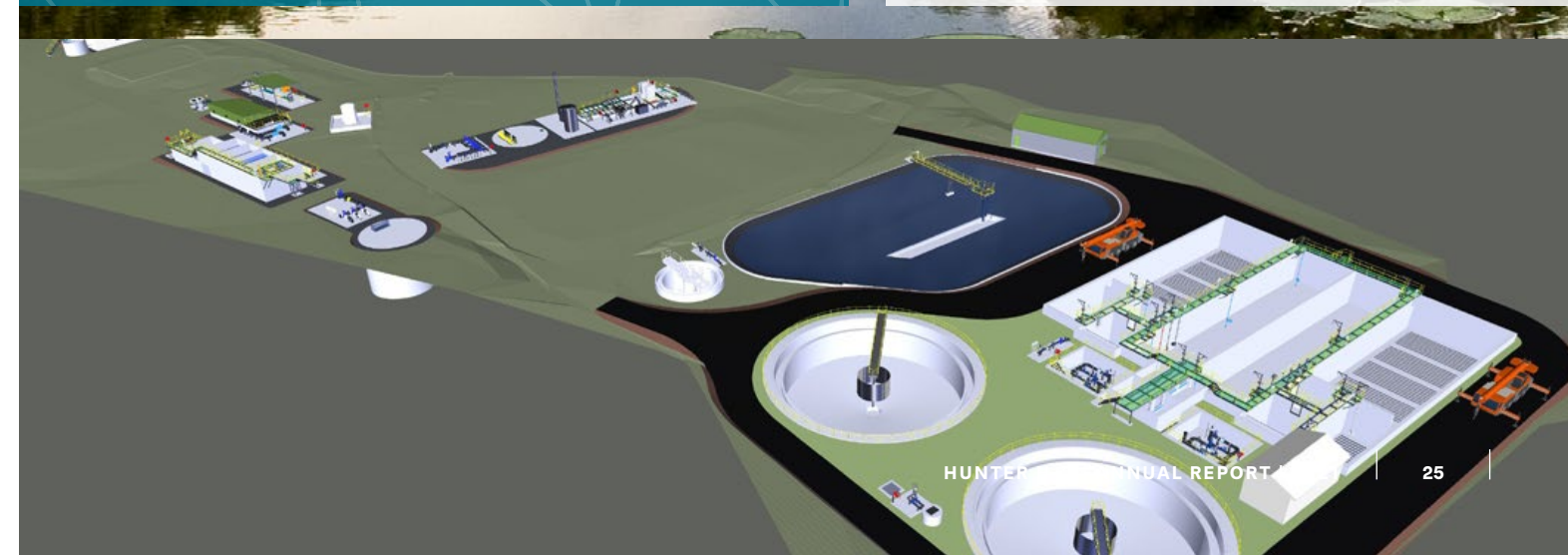
Hunter H₂O was awarded the detailed design of the first upgrade (Bowral STP) in early 2020. A review of the previous concept design identified innovations associated with reactor configuration and sludge handling that reduced capital costs, improved effluent quality and simplified operation.

Shortly following endorsement of an intermittent activated sludge process, WSC released the detailed design brief for the second upgrade (Moss Vale STP). The required an alternate process to cater for anticipated growth. Knowing WSC's preference for consistency across the plants, a value proposition was made involving conversion to continuous activated sludge and dual media filtration technology, much better suited to achieve quality objectives across both sites and also maximise potential beneficial reuse. Following a number of workshops with WSC and external stakeholders, the alternate configuration was adopted across both sites.

The Moss Vale concept design assumed delivery in a number of stages to provide flexibility to cater for scenarios where the planned growth does not eventuate. The first of these stages had a population extremely close to the ultimate population of Bowral (21,000 EP). This presented an opportunity to design two equally sized and configured plants. Hunter H₂O tendered on the Moss Vale detailed design on this basis and was able to demonstrate a range of efficiency (cost and time), delivery (through consistency) and operational advantages to WSC. These advantages saw Hunter H₂O awarded the detailed design in July 2020.

The third and final detailed design (Mittagong) was released for tender in late 2020, again with an ultimate size of 21,000 EP and similar effluent quality requirements. This presented a unique opportunity to deliver three very similar treatment facilities, offering both delivery and long-term operational benefits associated with commonality. In early 2021, Hunter H₂O was awarded the detailed design phase of the Mittagong STP and secured a vital place in the development of a once in a generational upgrade to WSC's treatment assets.

The Bowral STP detailed design is approaching completion, with the Moss Vale STP scheduled for completion in Q1 2021/22 and Mittagong in Q2. As well as the design phases, Hunter H₂O will remain part of the delivery team throughout tender and construction phases, providing technical delivery advice and assistance. The design team will then lead the process commissioning phase of the projects, supporting WSC from the revised concept phase all the way through to process proving and the initial operating phases (cradle to grave).





project highlights

Hunter Water

Bulk Supply Strategy

Hunter H₂O was engaged to undertake a bulk supply strategy to determine the current and future risk profile of Hunter Water's bulk supply and storage infrastructure. The project involved using Hunter Water's InfoWorks trunk network model to assess the system under current and future demands. Risks were identified and prioritised in accordance with Hunter Water's ERM framework and an augmentation strategy to mitigate these risks developed.

Hunter Water's trunk model was validated and used as the basis for the assessment. Capital works were incorporated into the model prior to assessing system performance. Model scenarios were developed representative of 2022, 2027 and Ultimate demands.

Hunter H₂O assessed water capacity constraints, including minimum reservoir levels and durations of no redundancy at critical water pump stations during average day demand (ADD), peak day demand (PDD) and extreme week demand (EWD) scenarios.

Water continuity was also assessed by modelling customer impacts following failure at critical water pump stations. Pipe criticality for isolation blocks (single and double isolations) was modelled using Critical Link Analysis (CLA) in InfoWorks WS Pro.

A workshop was held with representatives from Hunter Water's Planning, Assets, Operations and Infrastructure Delivery teams to discuss project findings and confirm priority risks. Options were developed to mitigate these risks considering capital upgrades / replacements, system control and contingency management. Options were assessed based on Hunter Water's Economical Appraisal Guidelines.

Due to uncertainties in growth, human behaviour, level of service and asset performance, staging of the preferred strategy was developed using an adaptive pathways approach. This approach was an important success factor in the project, as it supports strategic, flexible and structured decision-making.



MidCoast Council

Hawks Nest STP

MCC and Hunter H₂O have been collaborating on the upgrade of the Hawks Nest STP since July 2020.

Our involvement has included:

- » Development of the design basis to allow review of all available information and setting of design population, flows, raw sewage characteristics and effluent targets
- » Feasibility assessment to determine the possibility of conversion to a continuous process, which involved hydraulic and process design investigations to ensure the required hydraulic grade was available and the process units would fit into the constrained site
- » Options assessment to determine the best upgrade approach by considering additional intermittent reactors or conversion to a continuous process by utilising the existing infrastructure. This included development of capital and operational costs to determine the overall lifecycle costs
- » Comparison of all four options through a range of cost and non-cost factors multi-criteria analysis methodology to determine the best upgrade approach for MCC and the Hawks Nest STP
- » Development of a concept level design for implementation of two discrete continuous bioreactors, blower building, two clarifiers, new UV system, additional sludge lagoons, sludge handling area and chemical dosing systems (alum and sodium hydroxide). The concept design included process, mechanical, civil and electrical design to allow for detailed design
- » Completion of aerial drone survey of the STP site to an accuracy of 30-50mm and 3D modelling of each process unit. This drafting approach allowed efficient review of the design and was an accurate representation of the upgraded site.

A four stage bardenpho process (4SB) was adopted to achieve the required EPL load limits at the 2050 design population. The concept design was developed to allow operation of the bioreactors as either MLE or 4SB by changing the position of two valves. However, it has since been recommended to operate as a 4SB from commissioning to reduce nitrogen loads to the environment.

Two discrete bioreactors were adopted to simplify construction staging and allow the plant to remain operational during the construction period.

Provision has been made for sugar and urea dosing to allow effective conditioning of biomass prior to extended peak tourist periods (December / January) and reduce the opportunity to breach the licence conditions due to sudden increases in nitrogen from tourists. Future sugar provisions also allow increased removal of total nitrogen (while operating as 4SB) by providing the required carbon for denitrification.

Stakeholder engagement was deemed necessary early on to ensure the required government approvals could be achieved, as this bespoke upgrade approach is not typical of upgrades within NSW. We have assisted in this process.

A recommendation early in the upgrade investigations saw the undertaking of additional raw sewage sampling to allow accurate determination of sewage characteristics and reduce the risk of performance issues after commissioning.





project highlights

Coffs Harbour City Council Sewerage Treatment Plants and Reclaimed Water Strategy Options Study

Coffs Harbour City Council (CHCC) operates the Corindi, Moonee, Woolgoolga and Coffs Harbour Water Reclamation Plants (WRPs). Under licence from the NSW Environmental Protection Authority (EPA), reclaimed water produced at these WRPs is reused through a reclaimed water distribution network to both domestic and industrial users. Any excess reclaimed water is discharged into the ocean through a deep-sea release system.

In future, CHCC's strategy is likely to include increased usage of reclaimed water, and this is one of the key factors influencing future upgrades to the existing WRPs and reticulation system.

Hunter H₂O was engaged to perform an options assessment of the existing reclaimed water reuse and treatment plants, considering future reclaimed water demand, population growth and other key influencing factors, such as existing condition of WRPs, reclaimed water storage, emerging technology, climate / carbon neutrality, biosolids strategy and energy efficient systems.



The current Sewer Strategy (2000) was built around infrastructure needs up to 2021. The goal is to develop a sewerage strategy through to 2050. This study will form a key component of the decision process and final adoption of the strategy.

Our scope included:

- » Developing a reuse strategy considering pricing investigation, cost-benefit analysis, hydraulic capacity assessment, water balance of current and future scenarios
- » Developing upgrade / augmentation strategy for the existing treatment plants considering key influencing factors.



Icon Water

LMWQCC Liquid Waste Recycle Facility Upgrade

As part of routine maintenance to prevent system blockages, Icon Water utilises vacuum trucks to extract accumulated solid / liquid wastes from their SPS and network mains. For years, these wastes have been disposed of through a pit receipt system at Coppins Crossing, where all wastes re-enter the major sewage transport main (Molonglo Valley Interceptor Sewer, or MVIS) before being transported to the treatment facility, the Lower Molonglo Water Quality Control Centre (LMWQCC).

The Coppins Crossing facility has been earmarked for closure due to planned future development in the area. Hence, Icon Water embarked on a replacement solution, the first step being the construction of a liquid waste receipt facility (LWRF) at the LMWQCC, which was completed in 2017.

Since its construction, the LWRF has been plagued with performance issues, due largely to the highly variable and difficult waste stream (fats, oils and greases (FOG), rags, foreign objects and grit), and the incompatible equipment selected for the original design. This has resulted in significant system downtime and maintenance intervention to clear blockages, and has proven to be an operational headache.

In addition to the SPS waste, Icon Water was also reliant on the Coppins Crossing facility to dispose of extremely high solids loads associated with network main dredgings and, not being suitable for treatment through the LWRF, needed to find an alternative solution to allow the Coppins Crossing facility to be decommissioned.

The SPS waste solution

Icon Water embarked on an internal investigation to improve LWRF system performance, consisting of improved waste stream characterisation, supplier liaison, consultant investigations and delivery logging. Frustrated with the solutions available, Icon Water engaged Hunter H₂O to provide a fresh set of eyes and to further assist them with developing a feasible technical solution. On our recommendation, and in collaboration with Icon Water, a series of trials were organised and undertaken by Icon Water, with Hunter H₂O providing technical oversight and guidance.

Following the trials, a shortlist of potential solids removal options was identified for further development. Options for the discharge of the liquid waste were also identified for further development.

Our team developed concept designs for each option, which included civil layout drawings, process schematics and capital cost estimates for each of the options.

A workshop to seek stakeholder input and assess the advantages / disadvantages of each of the options was undertaken. The outcome of this workshop was to adopt Hunter H₂O's novel passive net screening option. This option was clearly preferred by stakeholders based on its simplicity, low capital cost, lack of mechanical equipment and low maintenance input.

The network dredging solution

Our team identified two feasible options (drying beds and modified skip bins) to treat the high solids network dredging waste material.

It was jointly decided to assess the feasibility of each option through a series of full-scale trials undertaken by Icon Water, once again with Hunter H₂O providing technical oversight. Both trials were undertaken at Fyshwick STP, with the results of the trials proving the feasibility of both the drying bed and skip bin options.

Our team developed concept designs for each option, which included civil layout drawings, process schematics and capital cost estimates.

A workshop to seek stakeholder input and to assess the advantages / disadvantages of each of the options was undertaken. The outcome of this workshop was to adopt Hunter H₂O's concept for a sludge drying bed. Whilst both options were technically feasible, this option was preferred by stakeholders based on its simplicity, ease of unloading, drier product, and ability to provide a workable back-up contingency to net screening option (should it fail).

This project clearly enhances our team's reputation as a hands-on, practical designer who is willing to think 'outside the box' to come up with simple, low maintenance solutions that meet our clients' needs.



project highlights

Central Coast Council

Mardi WTP

Mardi WTP is one of Central Coast Council's (CCC) two major WTPs used to supply drinking water to over 340,000 residents on the Central Coast and Lower Hunter regions. While the plant has a nominal production capacity of 160 ML/day, production is often de-rated due to elevated raw water turbidity in Mardi Dam following periods of heavy rain. In addition, an increase in algae risk in Mardi Dam poses new challenges for water quality.

Hunter H₂O has supported CCC since 2014 in delivering this major upgrade to Mardi WTP. Our team initially prepared an option selection report and concept design to support the project business case and NSW DPIE review and approval. CCC subsequently engaged our team to prepare a preliminary design and tender documentation to enable CCC to invite tenders for the work using a Design, Develop and Construct contract.

The Stage 3 upgrade to Mardi WTP will install DAF as a clarification stage prior to the existing filters, to enable treatment production to be maintained for a wider range of raw water conditions and to provide a treatment barrier to algal blooms. Our design services on this project have included preparation of preliminary process, civil, mechanical and electrical design. The upgrade scope includes a new DAF facility, upgrades to PAC and liquid chemical facilities, baffling of the clear water tank, civil works including structure refurbishment, and electrical upgrade work including a new switchroom.

The design of the upgrade has been developed in close collaboration with CCC's project delivery and operational teams. As part of our approach, we have worked with CCC to provide further investigations, engage with their operators, and incorporate feedback and lessons learned from other water authorities.

Under our current engagement, Hunter H₂O continues to support CCC with our specialist resources as their client-side engineer during tendering and subsequent design development and construction. This arrangement enables us to provide specialist engineering to support CCC's resources as needed throughout the project delivery.

Our collaboration with CCC on this project from the very early stages has provided continuity for the project. Our team understands the key issues and drivers, as well as the condition of the existing assets. This delivers efficiency to CCC, maximising the time spent developing deliverables, rather than reviewing background.

Our specialist and experienced team were able to react quickly during the project to support CCC when an algae bloom in Mardi Dam drove a significant project change. Our team provided jar testing and additional and revised process option assessment to provide a barrier to the changed risk of algal toxin and taste and odour.





safety & wellbeing

At Hunter H₂O, our people underpin the success of our business, they are valued as individuals, and we have a duty of care to ensure their safety and wellbeing is an integral part of the way we work. The strategic pillar 'Our Team' highlights the importance that we place on individual as well as collective contributions, and how this supports a collaborative workplace where we hold ourselves accountable for creating a safe and supportive workplace for everyone.

A key focus of Hunter H₂O is the implementation of effective procedures and systems that protect our people and others who interact with our business. To achieve this objective, we have the framework provided by our Health Safety Environment and Quality (HSEQ) Management System which was re-certified to ISO standards in October 2020. This re-certification included confirmation of our successful migration from the previous Australian Standard AS/NZS4801 Occupational Health and Safety Management Systems, to the newly adopted International Standard ISO45001.

During the year, health and safety management has benefited from collaboration and consultation with our people. Our HSEQ Employee Representative Group meets regularly and provides valuable input to reviewing performance and looking for improvement opportunities. Our people are also involved with internal audits, which gives them the opportunity to explore our systems and procedures while learning from the experience. We draw on employee expertise to assist with procedure review, as their on-the-job experience is invaluable to ensuring our procedures are fit for purpose.

Hunter H₂O tracks health and safety performance to ensure we strive for continual improvement, and we are pleased to report that in the past year we have recorded no lost time injuries.

The COVID-19 pandemic has continued to affect our lives during the past year, however we have been able to build on our adaptability and resilience in response to the pandemic.

We recognise that our people may be impacted by periodic lockdowns and travel restrictions and may be separated from their loved ones. The continuing threat of the virus has led to a review and revision of our procedure for overseas travel. This has been updated to include COVID-19 safe requirements and to focus on the wellbeing support we must provide to travelling staff as they face additional challenges, such as coping with quarantine at destination locations and when returning home.

The mental health and wellbeing of our people is vital and is why we continue to prioritise support services and initiatives in this important area. Over the past year there has been a focus on mental health information sessions, participation in national awareness programs, financial assistance for home office setups, care packages to show appreciation, regular collaboration and check-ins, lockdown activities, and flexibility for our people to manage the additional demands of lockdown.

Another focus of mental health has been encouraging our people to do their part in the COVID-19 vaccination roll-out by attending vaccination appointments during business hours. We recognise the importance of vaccination as part of the road map to freedom. This aligns with our purpose to *improve lives and support sustainable and healthy communities*.



corporate governance

board of directors

Hunter H₂O aspires to meet high standards of governance and reporting. We are committed to incorporating governance standards of an equivalent public company. We have clearly defined roles for both the Board and the Executive Leadership Team.

Our Board is responsible for risk and strategic governance. The Board has adopted a robust governance structure of policies and processes which facilitates reporting and auditing. The Executive Leadership Team is led by the Managing Director and is responsible for the implementation of strategy, management of risks and the operations of the business.



Dr Kirsten Molloy
Non-Executive Director
Director since 2015
Independent
Chair, Board of Directors
Chair, People and Culture Committee

Brian Gatfield
Non-Executive Director
Director since 2014
Non-Independent
Chair, Audit and Risk Committee



Peter Dennis
Managing Director
Director since 2018
Non-Independent

Paul Thompson
Executive Director
Director since 2014
Non-Independent



Jeremy Smith
Executive Director
Director since 2018
Non-Independent

Jodie Golledge
Company Secretary



executive leadership



Peter Dennis
Managing Director



Jodie Golledge
Chief Financial Officer
Commercial Manager



Jeremy Smith
Executive Manager: Design
& Delivery



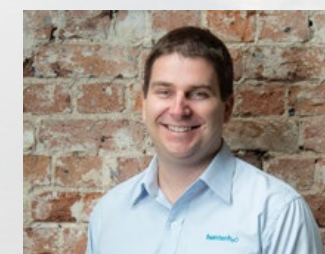
David Bowerman
Executive Manager:
Electrical & SCADA



Paul Thompson
Executive Manager: Process
& Operations



Nicole Holmes
Executive Manager: Planning
and Advisory



Shane Bullen
Executive Manager:
Corporate Services