



# Culture and Leadership conference

# About us

We serve a  
community of nearly

**300,000**

people across more than

**8,000km<sup>2</sup>**

assets of

**\$3.2B**

The Barwon Water Group  
has a combined annual  
turnover of just over

**\$250M**

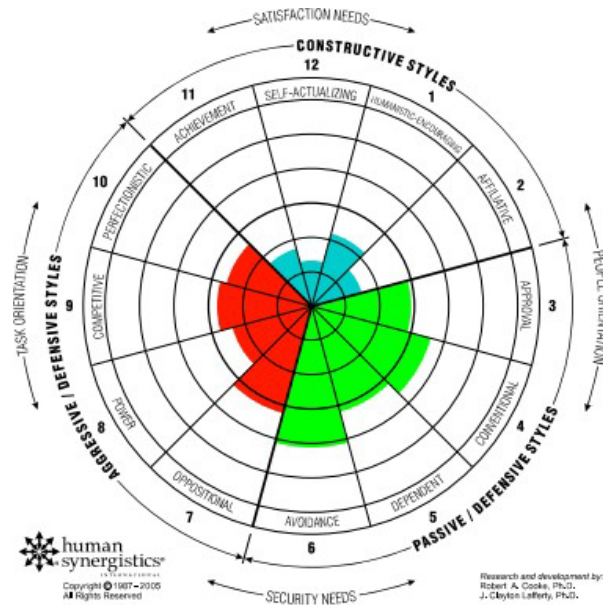
and spends around

**\$80M**

in capital and related  
infrastructure works each year.

# The OCI change

## 2018 Culture N=300



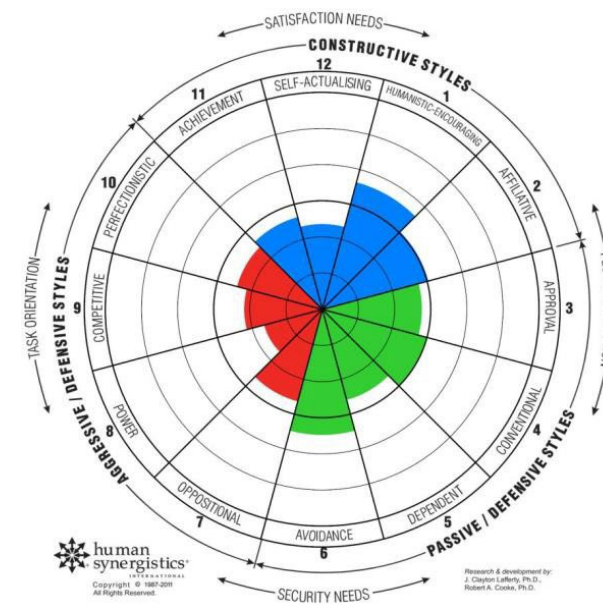
### Primary Style – Avoidance

- Push decisions upward
- Take few chances
- Make popular rather than necessary decisions

### Secondary Style - Conventional

- Always follow policies and procedures
- Make a good impression
- Conform

## 2022 Culture Remeasure N=288



### Primary Style Humanistic – Encouraging

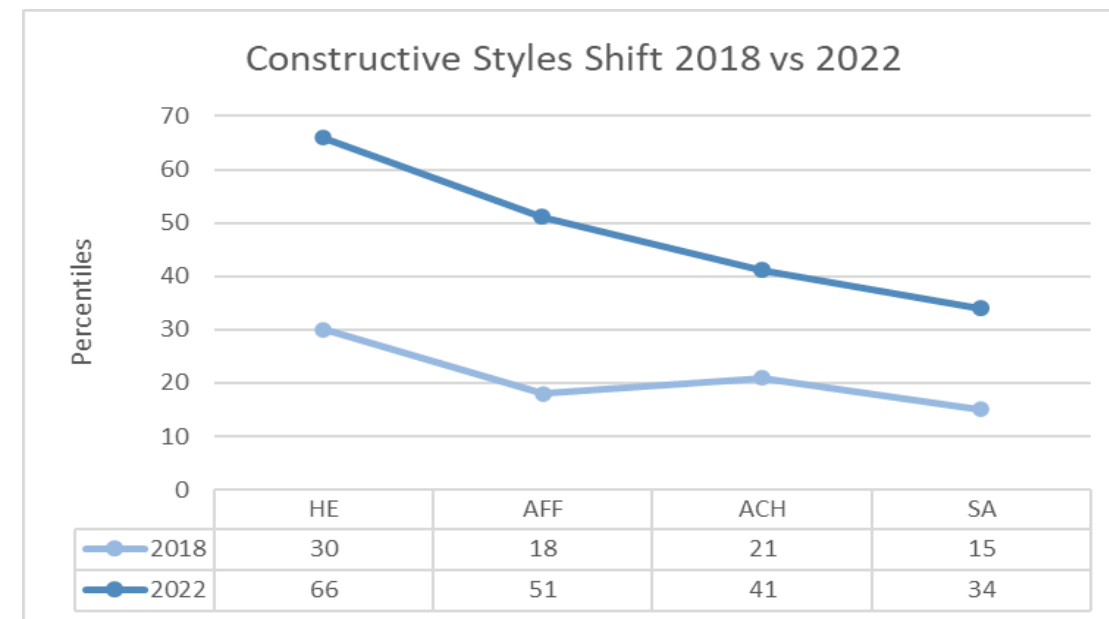
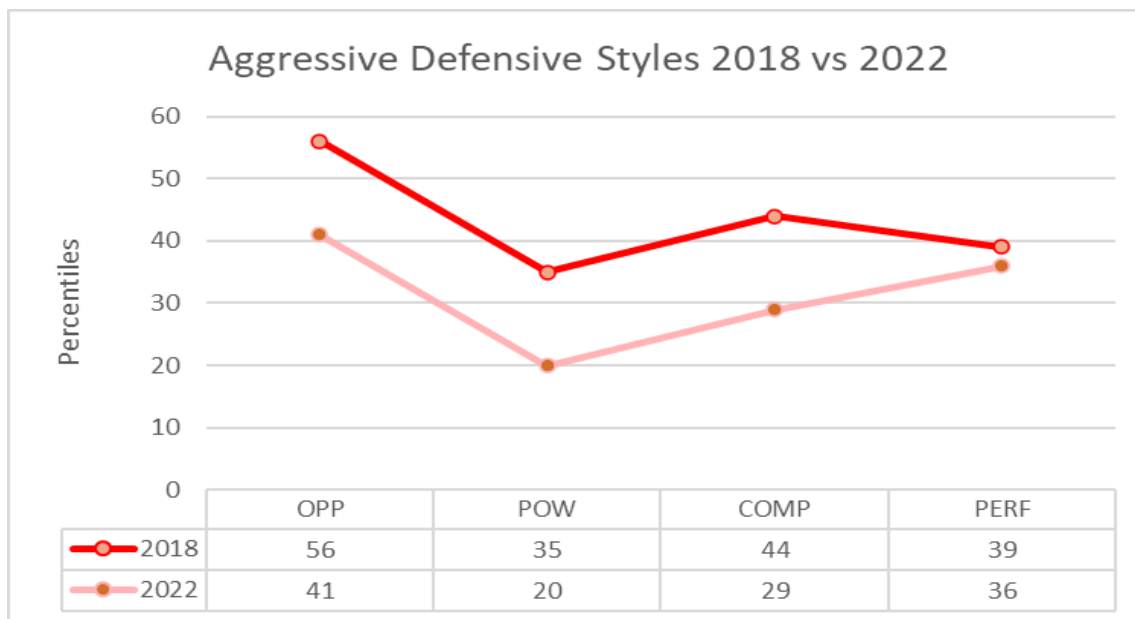
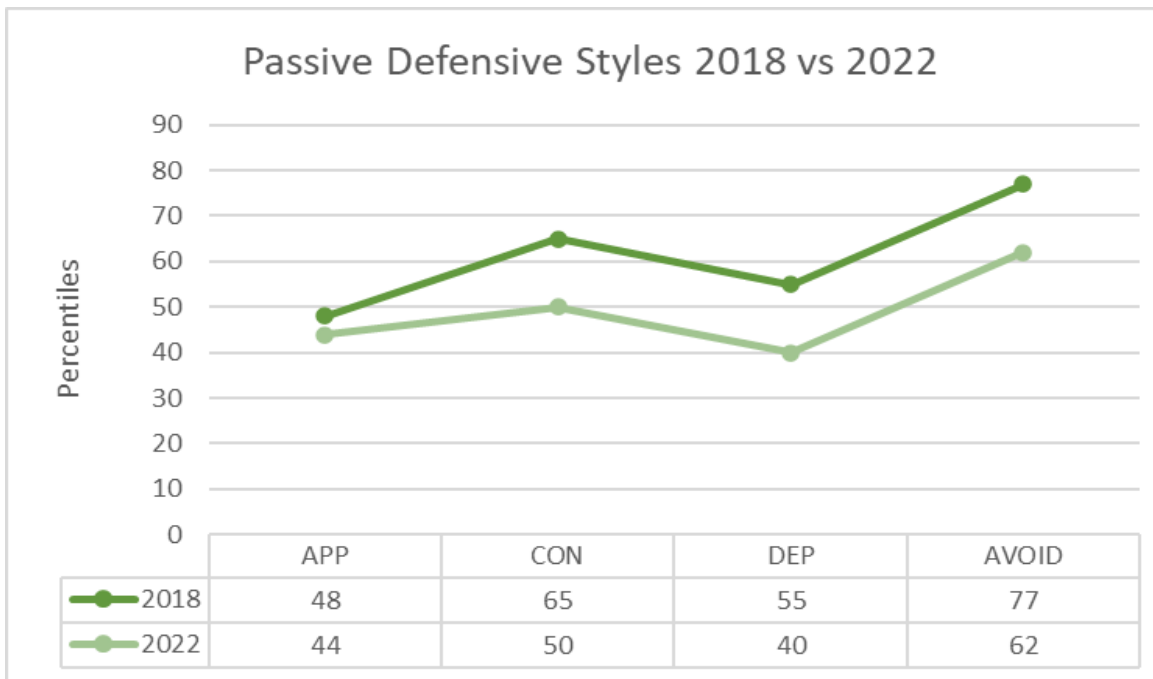
- Be supportive of others
- Encourage others
- show concern for the needs of others

### Secondary Style – Avoidance

- Push decisions upward
- Take few chances
- Make popular rather than necessary decisions



# Shift in styles 2018 vs 2022 (not including BAS)



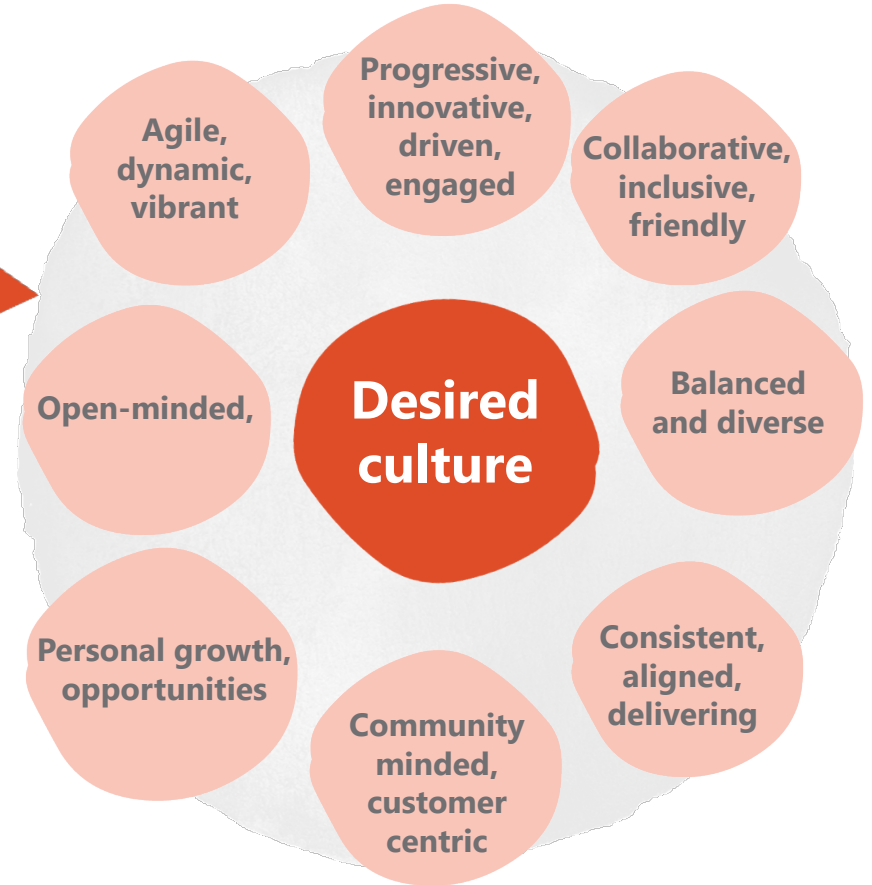
# The Journey of Culture and Strategy

# Importance of culture

## Previous culture

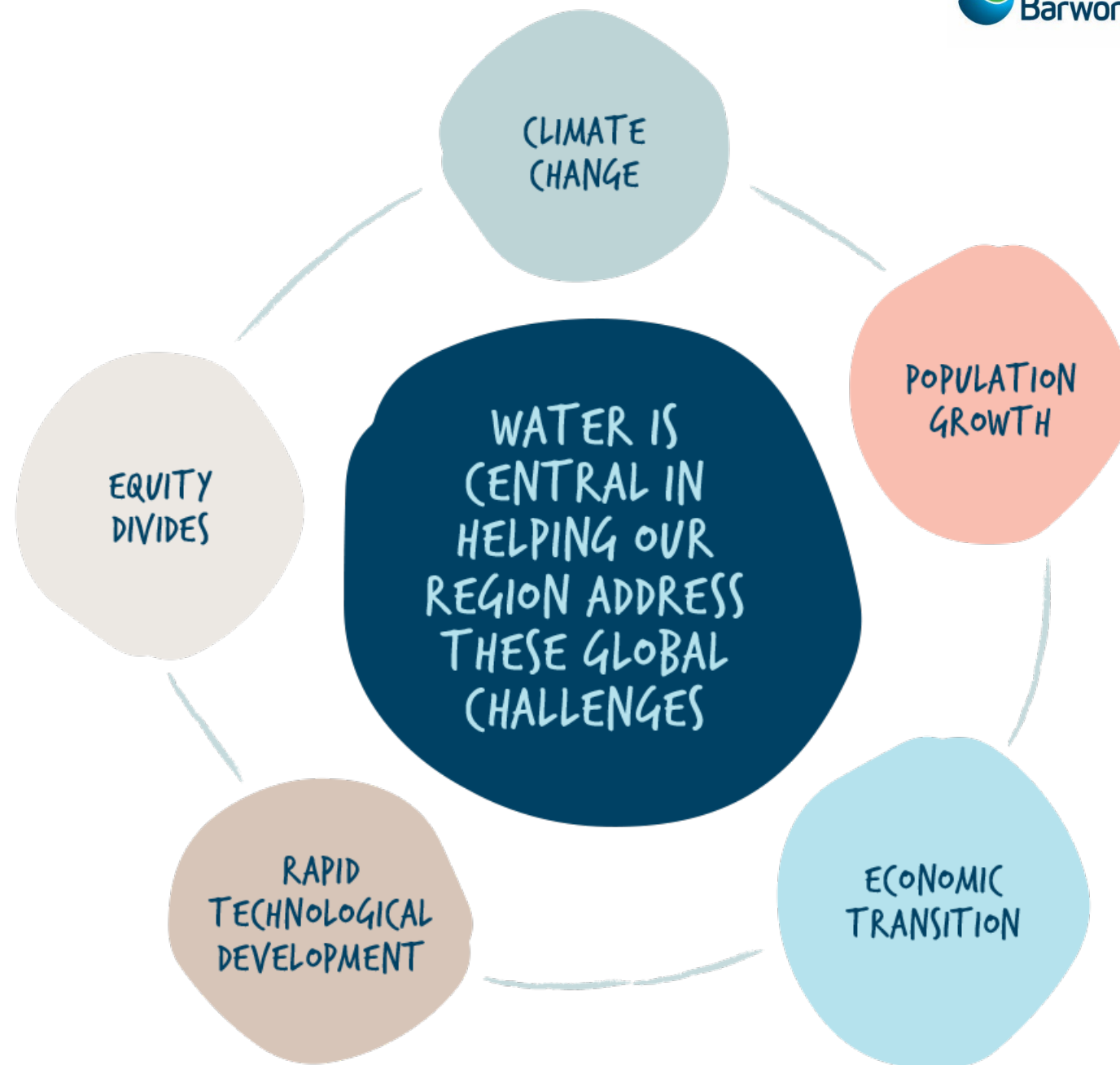


## Future culture (high performance)



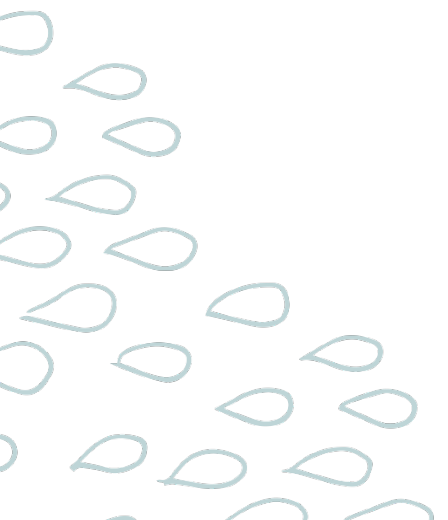
# Drivers for change

By genuinely engaging with our community, we have heard – loudly and clearly – that our customers want us to lean in and help address global challenges in partnership with them, so that we can protect and enhance all that makes our region great.





# Customer centric



# Pathway from 43,000 tonnes of emissions to Zero Net by 2030

Renewable Energy Program	Annual generation (GWh)	Operational
Black Rock solar farm	4.4	2019
Torquay & Kadak depot solar	0.4	2018
Wurdee Boluc solar and battery	0.4	2019
Montpellier mini-hydro	1.0	2019
Colac biogas / Colac RON stage 1	5.5	2021
Zero Emissions Water PPA (Kiamal solar farm)	7.6	2021
Barwon Renewable Energy Partnership	45	2022
Regional Renewable Organics Network	2.5	2024

**100% Renewable Electricity and zero scope 2 emissions by 2025**

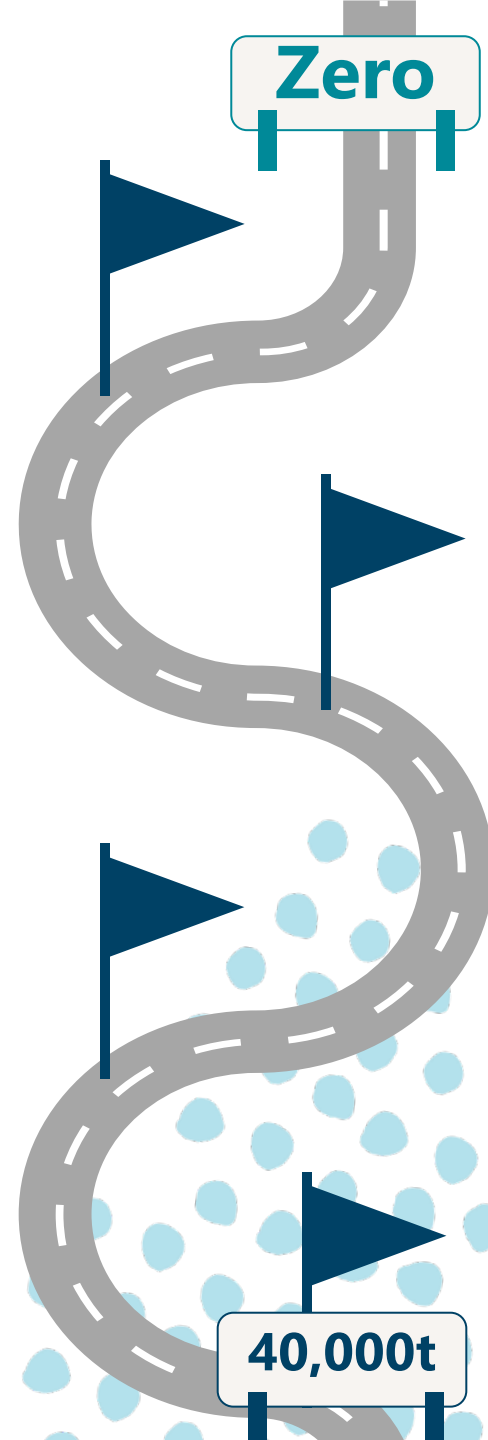
Just over 65 GWh/year generated

Equiv. 48,000 tCO<sub>2</sub>-e emissions reduction in 2025

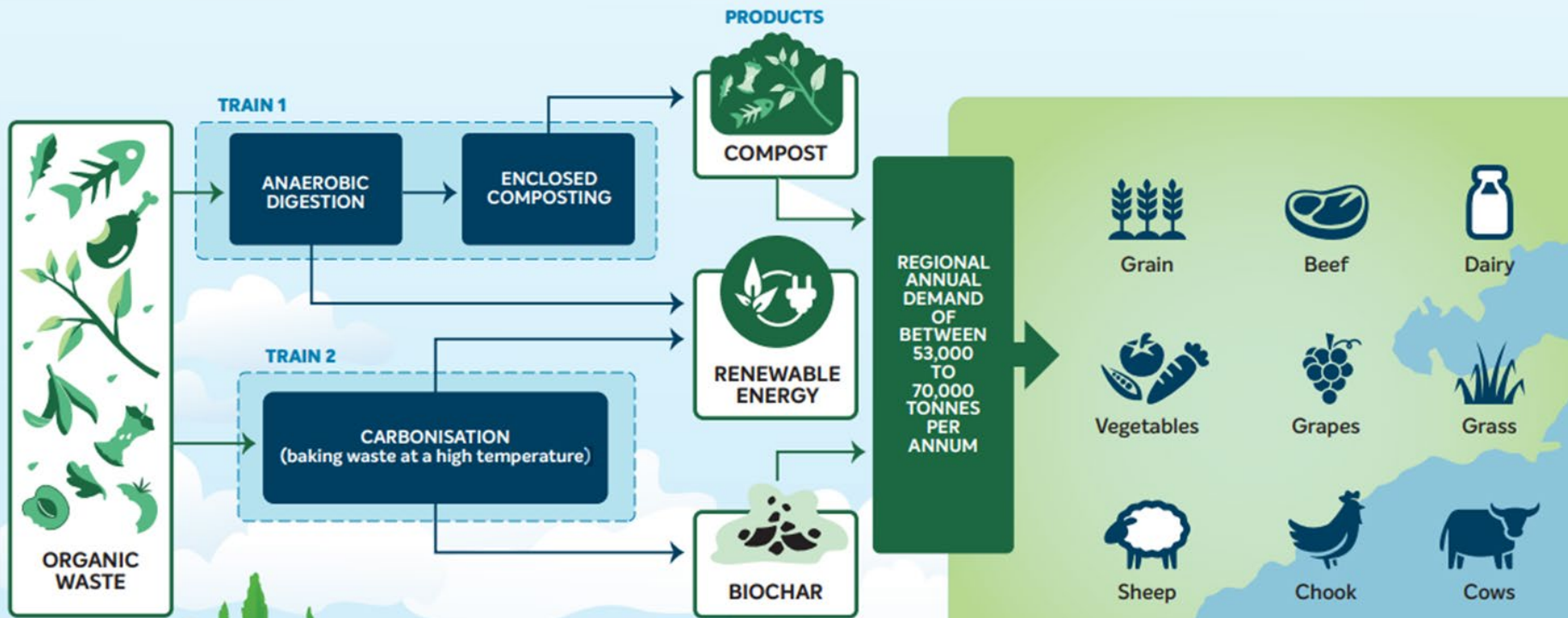
Carbon Sequestration Program	Annual emissions offset (tCO <sub>2</sub> -e)	By
Victorian Water Industry Carbon Offsets Partnership	14,000	2030
Barwon Carbon Sequestration Partnership	3,000	2030

**Net zero scope 1 emissions by 2030**

17,000 tCO<sub>2</sub>-e/year removed from the atmosphere



# Renewable Organics Network - Regional



## Benefits Profile:

- Recycle 40,000 tonnes/year of organic waste into high value products.
- Reduce emissions by 10,000 to 15,000 tonnes per year - equivalent to taking 4,000 cars off the road
- Generates 2.5 gigawatt hours of electricity - equivalent of 500 households
- Create 75 construction jobs and 36 ongoing jobs
- Reduce waste and energy costs
- Keep water bills affordable for our customers

# What we've achieved...



An increase of women from **3% to 32%**



**\$8.7M**  
Added to the bottom line



Increase in employment of Aboriginal and Torres Strait Islander people from **0.5% to 3.1%**



**From 56 to 105**  
Geelong based employees



# Caring for Country



# Barwon Water's ELT Leadership Team Commitment

## OUR TRADEMARK

We are known for building a culture of high performance that brings the best out of our people to deliver Barwon Water's best decade of success for our customers as we deliver "Strategy 2030"

## ELT PURPOSE

We grow and optimise the talents, capabilities and engagement of our people to achieve exceptional customer and community outcomes

## OUR BEHAVIOURS

- Identify, utilise and increase everyone's genius/talent to their highest level of contribution
- Create a safe, engaging and intense (not tense) environment that fosters accountability, bold thinking and best work
- Challenge ourselves and others to achieve what is possible
- Encourage rigorous debate inclusive of all views
- Give others ownership and accountability for results and invest in their success

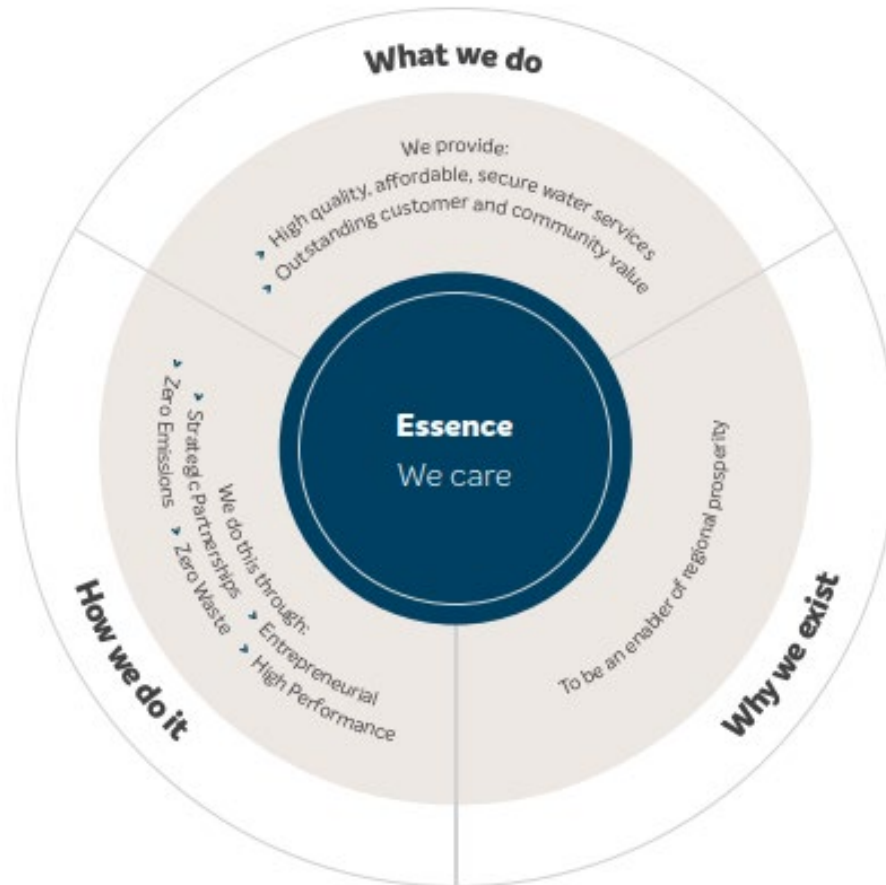
## We don't tolerate

- Not actively communicating, collaborating and speaking up
- Jumping on well-intentioned mistakes
- Micro management
- Over complicating things (80:20 rule)
- Mediocre performance
- Creating stress, fear, or other unsafe environments

# Brand essence

The brand essence is the core, overarching thought. The brand essence enables the encapsulation and communication of all that our brand is about in a simple and cohesive way.

The essence transcends a logo or tagline and creates a reference point that allows our brand to respond to an ever-changing communications environment.

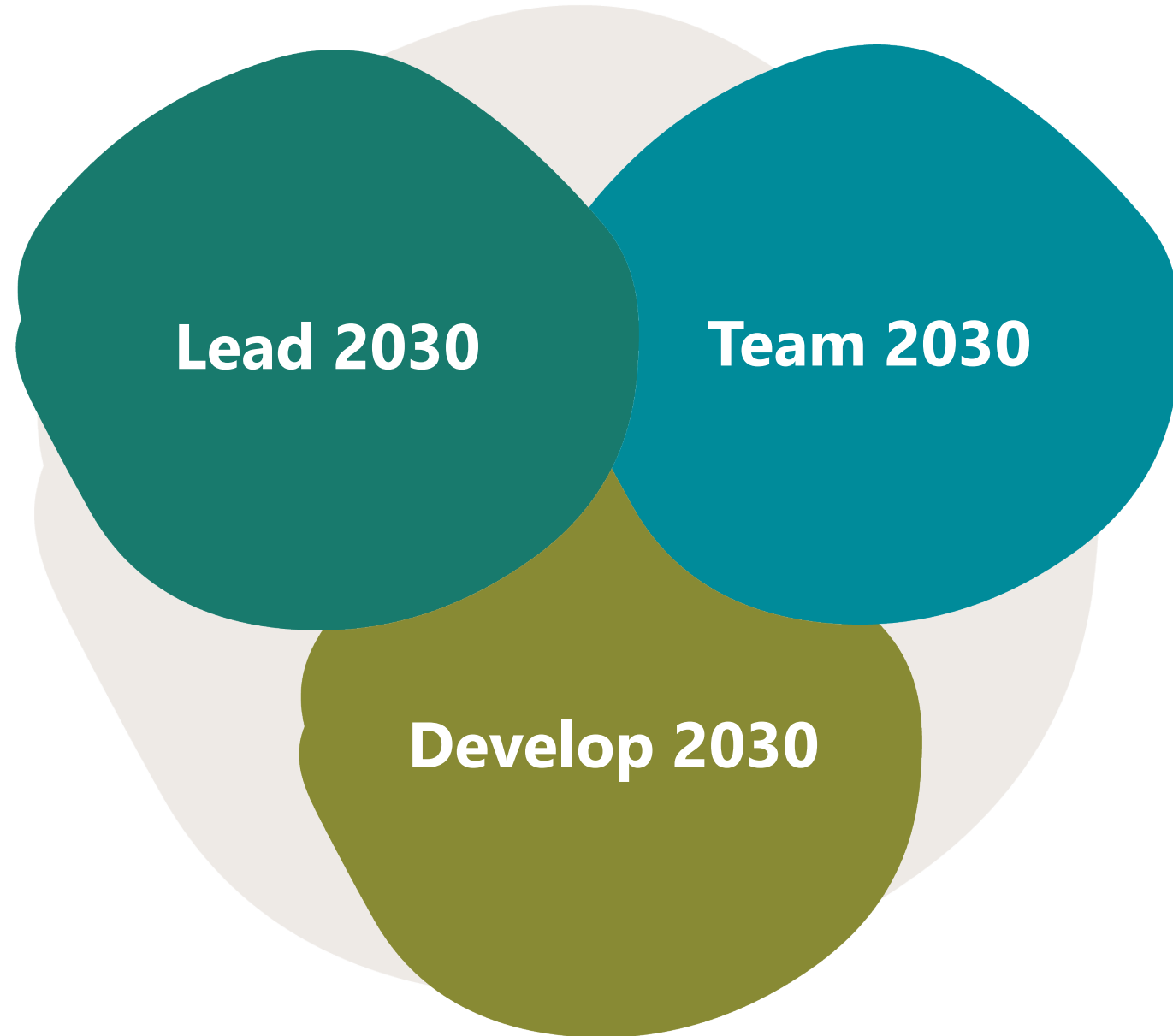


## We care

We care about our:

- ▶ Customers
- ▶ Environment
- ▶ Community
- ▶ Employees
- ▶ Region, our home

# Competency framework





# Belonging at Barwon Water



# Managing through COVID

# Caring for staff during the pandemic while delivering our essential services



## What we did?

- Establishment of Connect +, a program
- Future Ways of Working (FWOW)
- Tackling fatigue
- Virtual health activity programs
- Equipment for employees
- A focus on prioritising resilience
- Personal Energy Management Program
- Safety Leadership Development Program



## Outcomes

**91%**  
favourable

"My people leader genuinely cares about my wellbeing"

**86%**  
favourable

"My people leader is regularly checking in with how I am doing (not just work related)"

**92%**  
favourable

"Our leaders at Barwon Water and Barwon Asset Solutions have demonstrated that employee health and wellbeing are a top priority

**3%**

Rise in EAP services by staff compared to 2018/19.

# Engaging in the Future



# Our organisation



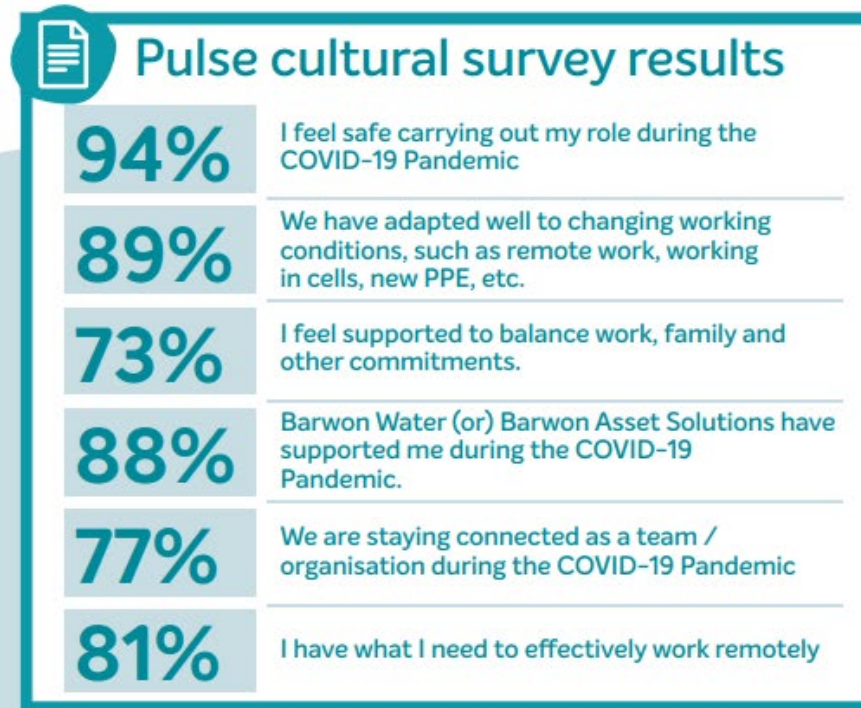
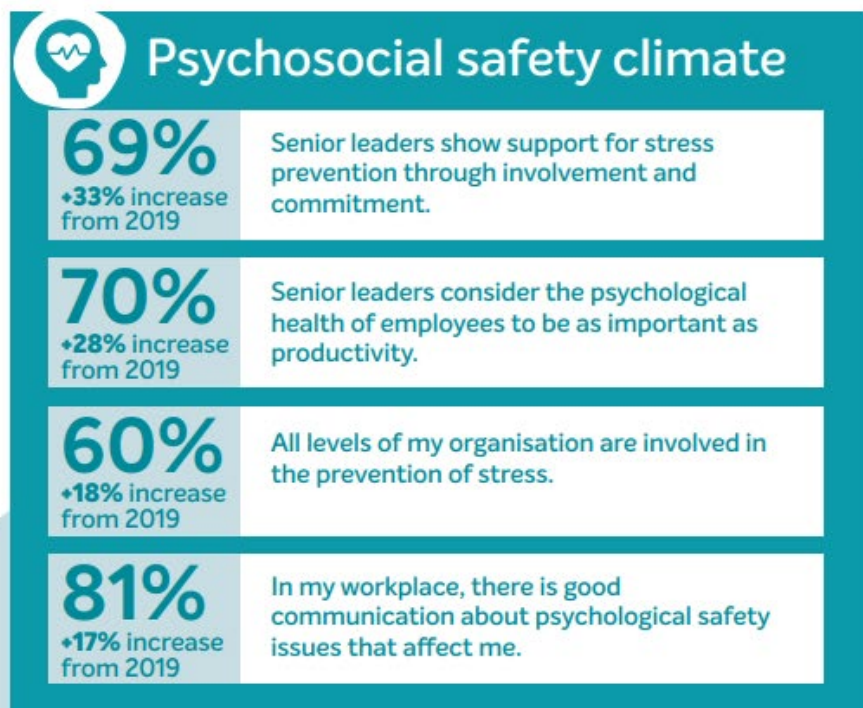
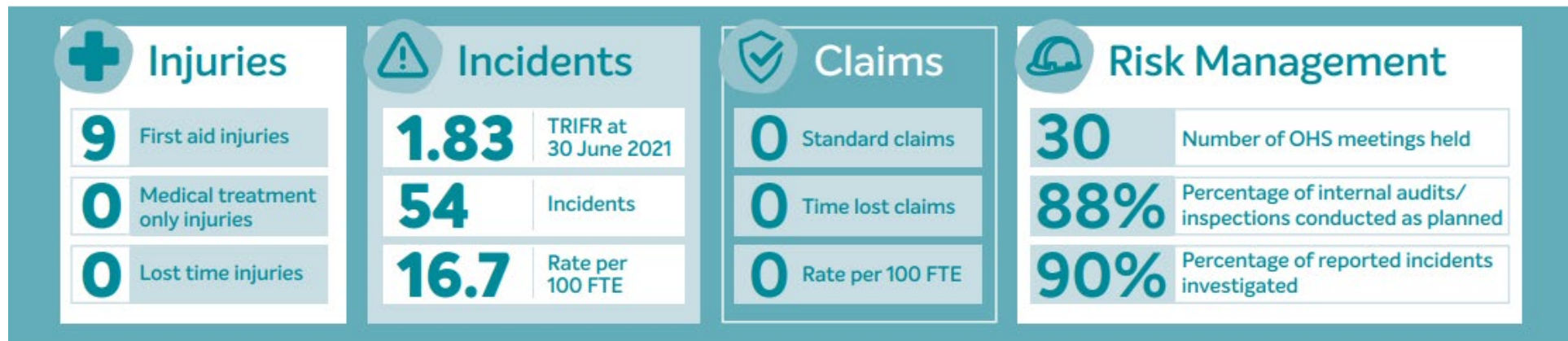
## OUR VALUES

CARING | SAFE | INCLUSIVE | ACCOUNTABLE | COURAGEOUS

# Performance

# Health, safety and wellbeing

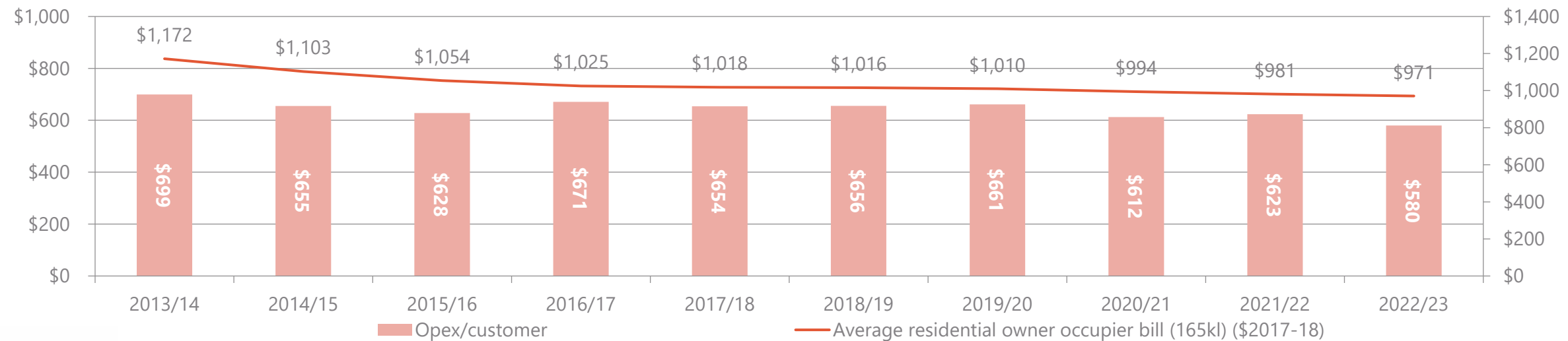
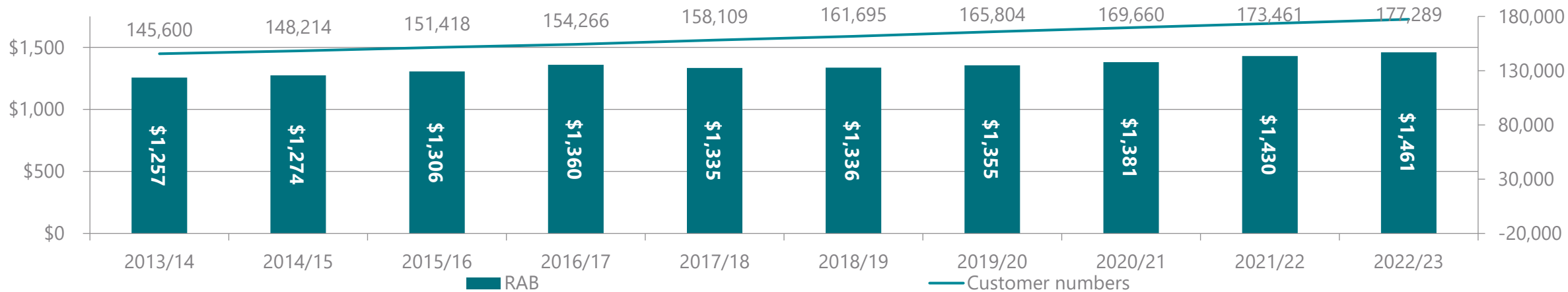
2020/21 Safety and wellbeing performance





# High performance: Efficiency

Growing base & continued productivity



# High performance: Customer experience

Measure	Vic benchmark /Rank	Source
<b>Trust</b>	1	ESC Customer Perception Survey (June20-Feb21)
<b>Reputation</b>	1	ESC Customer Perception Survey (June20-Feb21)
<b>Value for Money</b>	1	ESC Customer Perception Survey (June20-Feb21)
<b>Overall Performance</b>	1	ESC Customer Perception Survey (June20-Feb21)
Call handling	1	ESC Performance Report 2019-20
Hardship Grants	1	ESC Performance Report 2019-20
Legal actions non payment bills	1	ESC Performance Report 2019-20
Water quality complaints (per 100 customers)	4	ESC Performance Report 2019-20
Complaints to EWOV (per 1000 customers)	0.26%	EWOV 2019-20, BW balanced scorecard target is .55%
Stakeholders satisfied/very satisfied Stakeholders - Trust	85% 87%	BW Stakeholder perception survey June 2020
Businesses – satisfied/very satisfied Business - trust	85% 93%	BW Business perception survey March 2021
Net Promoter Score	73	BW balanced scorecard (target 64). Global benchmark is 50.
First point resolution	89%	BW balanced scorecard. Target 82%

**Validation of the engagement and support we have provided to customers**



# Culture

## Desired future culture (as described in 2017)



## Current culture (as described in early 2021)





# Questions?

