

HUNTER WATER

MODERN SLAVERY STATEMENT 2020-21





ACKNOWLEDGEMENT OF COUNTRY

Hunter Water operates across the traditional country of the Awabakal, Birpai, Darkinjung, Wonaruah and Worimi peoples. We recognise and respect their cultural heritage, beliefs and continuing relationship with the land and water, and acknowledge and pay respect to Elders past, present and future.

Mariin Kaling - All for Water
Saretta Fielding

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ABOUT THIS STATEMENT

Our second Modern Slavery Statement provides an overview of the ways in which we are identifying and managing Modern Slavery risks in our supply chains and operations. It provides detail as to the way we have built on the actions we implemented in the 2019-20 reporting period; demonstrates the actions we progressed in 2020-21 and are currently progressing; our Road Map over the next reporting periods for combating Modern Slavery; and the ways that we will ensure that our efforts are effective.



A LETTER FROM THE HUNTER WATER BOARD OF DIRECTORS



Greg Martin, Chair



Darren Cleary, Managing Director

Dear Commissioner

We are pleased to submit Hunter Water Corporation's second Modern Slavery Statement to the Department of Home Affairs for publication on the Online Register for Modern Slavery Statements as required in accordance with the *Modern Slavery Act 2018* (Cth).

Hunter Water Corporation operates to deliver reliable, safe, quality water and wastewater services to our community in partnership with our landholders, suppliers and stakeholders.

Within this second Modern Slavery Statement, we continue to demonstrate our ongoing commitment to identifying, assessing and addressing Modern Slavery risks throughout our operations and supply chain. Our approach to understanding and combating Modern Slavery requires commitment from the highest levels of our organisation, and is given a priority focus from our Executive Management Team and Board of Directors.

During the 2020-21 reporting period, we have continued to build on the efforts undertaken in 2019-20 and implemented further measures from our Modern Slavery Action Plan and Road Map, including embedding Modern Slavery risk management within our core business frameworks, through to partnering with suppliers to ensure this is not just a priority for Hunter Water, but addressed and measurably delivered by our supply chain as well.

This statement has been approved by our Executive Management Team and the Hunter Water Board of Directors.

A handwritten signature in black ink, appearing to read 'G. Martin'.

Greg Martin
Chair

A handwritten signature in black ink, appearing to read 'D. Cleary'.

Darren Cleary
Managing Director

1. HUNTER WATER CORPORATION

WHO WE ARE

Hunter Water, the reporting entity, is a State-Owned Corporation (SOC), owned by the NSW Government with its principle functions set out under the Hunter Water Act 1991 and State-Owned Corporations Act 1989. Hunter Water does not control or own any other entities and as such is not required to consult with any other reporting entity.

We are a vertically integrated water utility – an operator and retailer from catchment to tap, sink to waterways. Our business operates within the traditional country of the Awabakal, Birpai, Darkinjung, Wonaruah and Worimi peoples.

Our proud roots go back to the 1880s when water was first delivered to Newcastle from a temporary pumping station on the Hunter River at Oakhampton via the Newcastle No 1 Reservoir. Like our region, we have grown considerably since then. We place our customers and communities at the heart of all we do, and we are constantly looking for new ways to deliver sustainable, resilient and valued services to our community.

OUR VISION

To be a valued partner in delivering the aspirations for our region.

OUR PURPOSE

To improve and enable the quality of life for our communities.



OUR STRATEGIC PRIORITIES

Hunter Water is governed by a Board of Directors appointed by voting shareholders, the NSW Treasurer and Minister for Finance and Small Business. Under the Hunter Water Act 1991, the Hunter Water Board of Directors comprises up to nine members including the Managing Director, Chairperson and seven independent Non-Executive Directors.

We have a strong corporate governance framework that underpins our strategic objectives and commitment to customers, shareholders and the community.

2. OUR VALUES AND THE UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS



We are committed to playing our part in the realisation of the United Nations Sustainable Development Goals (SDGs), having signed the Water Services Association of Australia's urban water commitment to promote the SDGs across the water industry and within our communities to build a more sustainable and prosperous future for all.

We are committed to progressing the SDGs within Hunter Water and across the industries in which we operate. The SDGs enable a common framework for engagement with stakeholders across our region and beyond, providing a path to help identify and act against Modern Slavery within our operations and our supply chain.

Our Hunter Water Values, which shape our decision-making, guide our approach to identifying and acting against Modern Slavery.



Honesty/Open/Ethical

Honest and ethical relationships with our suppliers and the extended supply chain ensures transparency and enables the building of positive relationships within the supply chain.



Innovative/Action/Capable

Innovation and leadership is essential to assess and address modern slavery risks across our organisation and supply chain.



Diversity/Respect

Diversity and respect for the human rights of all individuals across Hunter Water operations, the supply chain and the community promotes an inclusive organisation.



Care/Community/Environment

Caring about the wellbeing of our community includes caring about people working within our extended supply chain both nationally and internationally.



Listening/Collaborating/Sharing

Collaboration and sharing of information internally and externally – with suppliers, industry bodies, government and the community will enhance the learnings for all.





3. MODERN SLAVERY RISKS

MODERN SLAVERY RISKS IN OUR ORGANISATION

The *Modern Slavery Act 2018* (Cth) Guidance identifies the following organisational risk indicators:

- The use of unskilled, temporary, seasonal labour or child labour
- The use of short-term contracts and outsourcing
- The use of foreign workers, temporary, or unskilled workers to carry out functions that may be less visible such as night work or remote locations
- Recruitment strategies that target marginalised or disadvantaged communities
- The use of labour from countries that have a high prevalence of Modern Slavery or human rights violations, or countries that have not ratified international conventions relevant to Modern Slavery

The workforce composition at Hunter Water is Australian based and Australia is a Country with a low risk of Modern Slavery according to the Global Slavery Index.

Our workforce of approximately 500 staff comprises of 93% permanent employees, with employment conditions governed by, and in accordance with Australian workplace legislative requirements

A Labour Hire Panel Contract arrangement is in place for short term contract-based employees which contains requirements for contract employee's employment conditions to be in accordance with Australian workplace legislative requirements. Panel members were appointed following a detailed assessment of their recruitment and labour practices to ensure any labour risks including Modern Slavery were appropriately mitigated.

As a result of our employee profile and practices, we have assessed our organisational Modern Slavery risk as low.

MODERN SLAVERY RISK IN OUR SUPPLY CHAINS

During 2020-21, Hunter Water payments to suppliers totalled \$316 Million.

According to the Global Slavery Index, the risk of Modern Slavery in Australia is lower than many other jurisdictions. Almost all of Hunter Water's spend is undertaken with suppliers based in Australia. There are however, goods and services that Hunter Water procures that are at a higher risk of Modern Slavery based on the geographic origin and/or industry sector as identified and categorised under the globally recognised Modern Slavery risk assessment approach.

Although Australian-based suppliers provide us with the goods and services we need across these known high-risk categories, these suppliers and their supply chains will continue to require ongoing engagement to ensure that Modern Slavery risks are identified, assessed, and addressed.

We engaged an external consultant to undertake a detailed review of the previous three years of supplier spend data. The methodology used considered the Modern Slavery risks associated with:

- the industry sector of the spend;
- the commodity or service purchased;
- the supplier geographic location and / or the product country of origin, where known; and
- the workforce profile of the service or commodity.

Approximately 40% of the 824 suppliers included in the high-level analysis were identified as potentially high risk in accordance with the methodology.

It is important to clarify that the results of the review identified where the industry sector or geographic location of a supplier carried a greater level of risk exposure. It did not assess individual suppliers or their practices and behaviours, and it is not an indication that any of our suppliers are knowingly causing or contributing to Modern Slavery.

The information helps us prioritise our Modern Slavery prevention and awareness efforts according to risk potential, as well as providing a baseline for our ongoing supplier due diligence processes.

Our supplier profile is likely to change in future years, given the nature of capital works programs, however the spend categories in which us spend occurs is less likely to change significantly. For this reason, spend category risk was a key focus of the risk review.

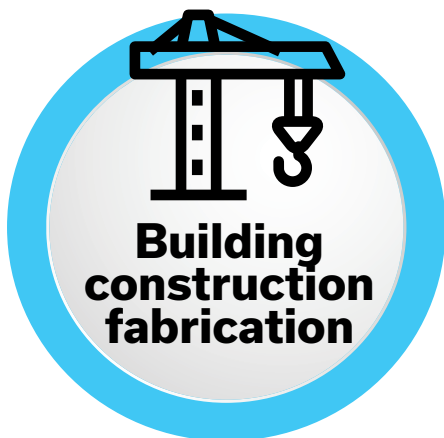
POTENTIAL HIGH-RISK SPEND CATEGORIES

Based on the analysis, the following potentially high-risk spend categories were identified and have been reviewed and updated in the reporting period based on current Global Slavery Index G20 import risk data and our own supply chain risk assessment activities:

PRODUCTS



SERVICES





RISK ASSESSMENT ACTIONS

During the 2019-20 reporting period we undertook measures to understand the extent of Hunter Water's exposure to Modern Slavery in our supply chains. During 2020-21, these actions were reviewed and reconfirmed.



MODERN SLAVERY SUPPLY CHAIN RISK REVIEW ACTIONS

PROCUREMENT SPEND RISK HEAT MAP




Hunter Water engaged an external consultant to facilitate an internal stakeholder review of spend categories to determine high, medium and low risk spend categories, considering industry sector, geographic location and individual supplier management practices relating to modern slavery and labour and human rights threats.

PROCUREMENT SPEND ANALYSIS BY CATEGORY



An external consultant was engaged to undertake a detailed review of 3 years of spend data totaling \$614M across 30 spend categories focusing on industry sector, commodity, geographic location and workforce profile.

PROCUREMENT SPEND CATEGORY PRIORITISATION



Using the above mapping and analysis work, a review of 2019-20 spend category prioritisation has been completed which will direct the procurement activity requirements such as market approach, assessment and evaluation considerations, contract clauses and contractor performance management requirements considering modern slavery risk.



COVID-19 AND MODERN SLAVERY RISKS

The COVID-19 pandemic has impacted Hunter Water in several ways both operationally and in our supply chains as outlined below;

OPERATIONAL IMPACTS OF COVID-19

In July 2021, the NSW Government, following NSW Health advice, implemented COVID-Safe measures and restrictions across the State in response to heightened public exposure to the Delta strain of the COVID-19 virus. Our operations were impacted to ensure the ongoing health and safety of employees, customers and the community.

While we continued to provide essential water and wastewater services, operational changes were introduced including remote working for all office-based staff, the closure of face-to-face over-the-counter customer services, capacity limits in all work areas and in Hunter Water vehicles, travel restrictions, increased cleaning, hygiene and physical distancing requirements. At the time of publication, our region has just been released from an extended period of stay at home orders, in accordance with public health orders and NSW Government directions.

Our Modern Slavery Action Plan timelines have been minorly impacted and some projects scheduled for delivery during this reporting period have been postponed until future reporting periods, including expanding the delivery of our modern slavery awareness training for our employees.

Despite the operational impacts, our organisational modern slavery risk profile remains low as our employee profile and our employment practices as described in section 3.1 have not been impacted.

While the impacts of COVID-19 are not unique to Hunter Water, it remains uncertain what the medium to long term impact of the COVID-19 pandemic will be on our operations. Hunter Water will continue to align its response with the NSW Government and liaise broadly across the utility sector, with our supply chain and key stakeholders to understand the potential impacts.

SUPPLY CHAIN IMPACTS OF COVID-19

Over the reporting period we have generally observed the following COVID related impacts:

- global manufacturing disruptions
- freight and logistics delays
- product and raw materials shortages
- increased supplier insolvency risks
- increased product lead times
- lack of product availability

To address these risks, we have at times needed to source alternative products or engage alternative suppliers during the reporting period which has the potential to increase our modern slavery risk profile in our supply chains. In recognition of the increased risk, Hunter Water has taken the following actions to mitigate this risk during the reporting period:

- Updating policies and procedures to include modern slavery compliance requirements
- Amending contract templates to include modern slavery compliance requirements
- Incorporating consideration of modern slavery risks in tender scope development and evaluation criteria
- Developing and introducing a Supplier Partnership Principles and Supporting Supplier Assessment Schedules as detailed in sections 4.1 and 6.2
- Conducting supplier briefing sessions on the Supplier Partnership Principles and Supplier Assessment Schedules to explain the purpose and clarify expectations.





4. OUR MODERN SLAVERY ACTION PLAN

WHAT WE HAVE DONE

In 2019-20 we began our journey to understand, assess and address Modern Slavery risks in our operations and through our supply chains.

In the 2020-21 reporting period, we continued to build on our achievements reported in the 2019-20 Modern Slavery Plan.

In 2019-20 we undertook the following actions:

- **Gap Analysis** – we completed a detailed organisational gap analysis and a supplier data analysis to identify potential Modern Slavery risks and opportunities within our operations and supply chains;
- **Awareness Training** – we engaged a consultant specialising in Modern Slavery capability to assist us in providing awareness training on Modern Slavery risks, which included members of our Executive Management Team, via Action Planning workshops.
- **Modern Slavery Action Plan** – we developed an organisational-wide Modern Slavery Action Plan and Road Map. The gap analysis process highlighted a high level of commitment and support across our business to address Modern Slavery, acknowledging the need for further awareness and training on Modern Slavery risks, and how we can treat these risks within our organisation and supply chain is captured within our Action Plan.
- **Leadership Engagement** – we presented the Action Plan and Road Map to our Executive Management Team on our proposed plans to treat Modern Slavery risk within the business, as well as what our legislative requirements are as a 'Reporting Entity'. The Modern Slavery Statement is supported and adopted by the Board of Directors.
- **Leading Change** – We established a Sustainable Procurement Working Group with representatives from across several functions within our business. The Working Group is accountable to the Group Manager Commercial & Procurement for the implementation and ongoing monitoring of sustainable procurement objectives, including the Modern Slavery Action Plan.



WHAT WE HAVE DONE

During the 2020-21 reporting period, we have continued progressing our work through the Sustainable Procurement Working Group to implement the Modern Slavery Action Plan and Road Map objectives. We have progressed the following objectives.

- **Supplier Partnership Principles** – Hunter Water established and launched the Supplier Partnership Principles which sets out our expectations of our partner suppliers, and requires our suppliers to provide information regarding the identification and mitigation of Modern Slavery risks, including hidden labour exploitation.
- **Supplier Sustainability Assessment Schedule** – Hunter Water established this assessment process to assess supplier maturation on a number of sustainability focus areas including labour practices and modern slavery risk management and compliance in support of the Supplier Partnership Principles.
- **Whistleblower Service** – Hunter Water has an established independent and confidential Whistleblower Service for reports of misconduct. This has been updated to include that any actual or suspected instances of Modern Slavery should be reported. The Whistleblower Service is available to all of our employees, contractors, tenderers, suppliers, agents and their employees. Employees and contractors are provided training and guidance on the Whistleblower service.
- **Contracts Update** – We have amended our suite of Contract Templates to include clauses for compliance with Modern Slavery requirements. These Modern Slavery clauses are scaled to the relative risk and value associated with the contract terms.
- **Hunter Water Policies** – We have amended our internal policies and procedures to embed consideration of Modern Slavery risks into our business, such as the Code of Conduct policy.
- **Labour Hire Panel** – We developed Hunter Water’s Labour Hire Panel tender to ensure tender responses incorporated consideration of the robustness of processes to mitigate the risk of Modern Slavery, labour exploitation and human rights abuses of the respondents.



THE ROAD MAP

Over the next three years Hunter Water has identified actions to further assess and address modern slavery risks:



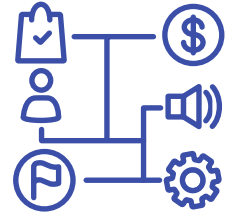
WHAT WE WILL DO

Our Road Map includes the actions we are currently progressing as well as the actions we will achieve over the next reporting period. These are broadly categorised into five focus areas covering:

1. Due Diligence

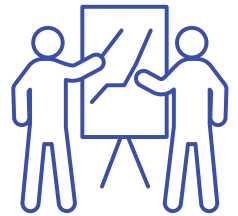
Hunter Water will integrate modern slavery risk management as a compliance requirement in to the Enterprise Risk Management framework.

External independent review of our modern slavery management processes is planned to assess action effectiveness.



2. Awareness and training

An organisation wide training needs analysis will be conducted to determine training and awareness requirements across roles and responsibilities. Training will be undertaken in accordance with Hunter Waters Learning Management System.



3. Engagement and collaboration

Hunter Water has committed to working with our suppliers, other regional organisations and the broader water industry to drive collaboration, improve sustainability performance and increase modern slavery awareness. These actions will be critical to advancing the Hunter Water Modern Slavery Road Map.



4. Procurement and supply chain

Actions to integrate modern slavery requirements in to procurement processes, conduct supply chain risk profiling and updating of policies and guidelines is planned along with engagement with identified high risk suppliers.



5. Governance

Hunter Water will continue to review all relevant policies, procedures, contracts and customer feedback/grievance mechanisms to ensure modern slavery obligations are captured, and concerns can be raised confidentially and managed appropriately.



5. COLLABORATIVE ACTION

Hunter Water understands that having a collaborative approach to Modern Slavery risks internally, regionally and within our industry, helps to drive awareness and supports greater effectiveness and efficiency through consistent supply chain management. For this reason, we have established the following collaborative forums to promote consistency and leverage economies of scale in identifying and mitigating Modern Slavery risks;

Water Utility Sector Collaboration

Hunter Water established a joint regional water sector working group with Water NSW and Sydney Water in 2020 to share our Modern Slavery journey, investigate opportunities for collaborative Modern Slavery action. The purpose of the forum is to facilitate sharing of information, initiatives and identify opportunities for sector and regional based collaborative action on Modern Slavery awareness and risk mitigation.

In 2019-20 the working group focused on information sharing and knowledge growth regarding Modern Slavery as relevant to our sector and region. This financial year the working group has identified alignment of our Modern Slavery Statements and Action Plans as our priority in order to provide greater consistency for our shared supply chain and leverage any cost and or resource sharing opportunities.

Hunter Water Inter Department Collaboration

A Sustainable Procurement Working Group comprising of representatives from a broad section of the organisation is in its second year of operation. The Working Group ensures cross organisational responsibility for ongoing monitoring and delivery of the Modern Slavery Action Plan. The inter departmental membership ensures Modern Slavery risks and actions are considered from a variety of business perspectives.





6. CASE STUDIES

Modern Slavery Focus in Labour Hire Panel Establishment

Hunter Water has established a Labour Hire Panel to provide short term labour hire. In developing the tender, Modern Slavery compliance was included in the tender scope to enable a proactive assessment of respondent agencies on the robustness of their processes for checking and maintaining working rights including compliance with Fair Work employment requirements and modern awards.

Establishment of Hunter Water Supplier Partnership Principles

In 2020-21 Hunter Water established, trialled, and implemented our Supplier Partnership Principles (SPP), which outlines our expectations for supply partners in supporting our service delivery commitments to our customers.

The SPP identifies six Supply Partnership Objectives and aligns these to our values and also the relevant United Nations Sustainable Development Goals.

A maturity scale is applied outlining Minimum, Progressing and Leading behaviours against each objective to enable us to assess a supplier's sustainable procurement progress and also clearly articulate to suppliers what behaviours they need to develop to support their sustainable procurement development.

Three Supplier Assessment Schedules have been developed to assess suppliers' systems, practices, and behaviours to identify if they align with our Minimum, Progressing or Leading requirements in the areas of Safety, Sustainability and Organisational Governance.

The SPP specifically outlines identification and mitigation of hidden labour exploitation, including illegal wages and employment practices, unlawful discrimination, harassment and Modern Slavery in our organisation and our supply chain as a key objective aligned to our value of Inclusion and the United Nations Sustainable Development Goal # 8 Decent Work and Economic Growth.

The following supplier maturation assessments are undertaken in regard to Modern Slavery;

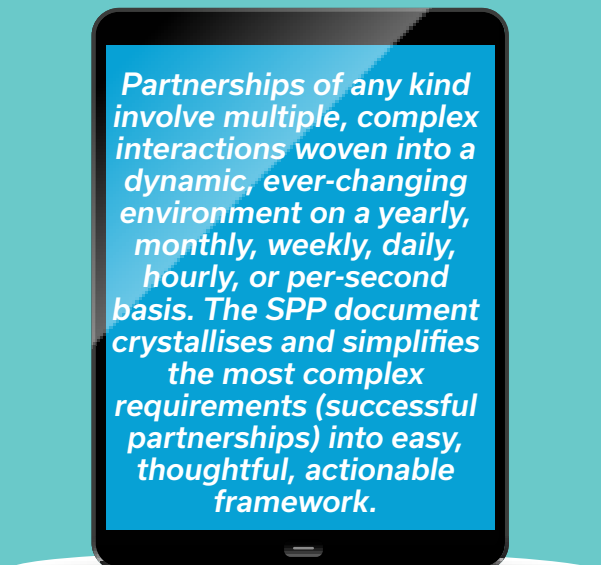
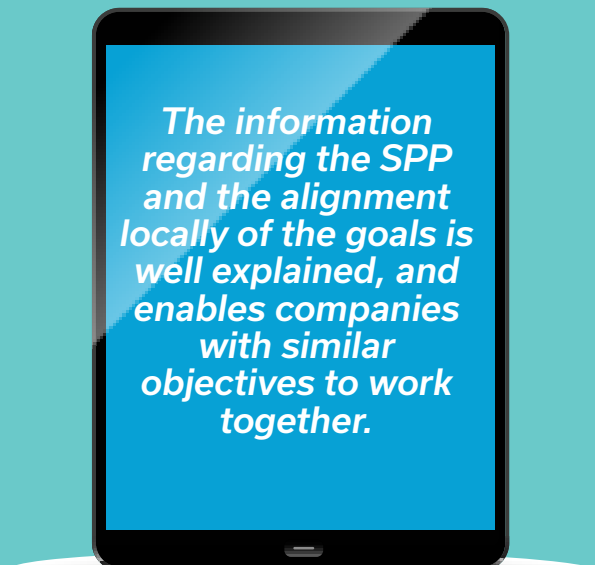
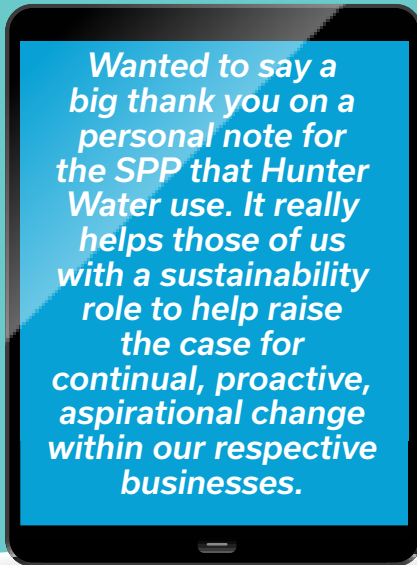
LABOUR AND HUMAN RIGHTS OUR EXPECTATIONS

Minimum Supplier Performance	Progressing Supplier Performance (Includes minimum performance)	Leading Supplier Performance (Includes minimum & progressing performance)
Has policies and procedures to comply with relevant labour laws and regulations including the fair Work Act 2009 and the Modern Slavery Act 2018	Actively assess and monitor labour and human rights risks in your organisation and your supply chains	Sets targets that are monitored and reviewed regularly and reported to staff and management
Has documented work practices to ensure Hunter Water requirements relating to labour practices are maintained	Foster a culture of proactive and positive labour and human rights risk awareness	Collaborate with Hunter Water to identify and implement labour and human rights related improvement and innovations
Operate employee and subcontractor management systems appropriate to comply with legislations and Hunter Water requirements	Report on labour and human rights risks identified in your supply chain and have proactive systems to address risks	Has diversity and inclusion targets which are regularly reviewed and reported such as gender pay gap or minority employment outcomes
Mitigates and manages any labour and human rights risks and has corrective action processes in place to ensure appropriate redress of potential or actual incidents	Provide transparency of supply chains to Hunter Water and participate in open and honest dialogue to identify and address mutual risks relating to labour or human rights	Has a continuous improvement processes and culture to ensure that systems and practices are regularly reviewed to identify and implement improvement opportunities

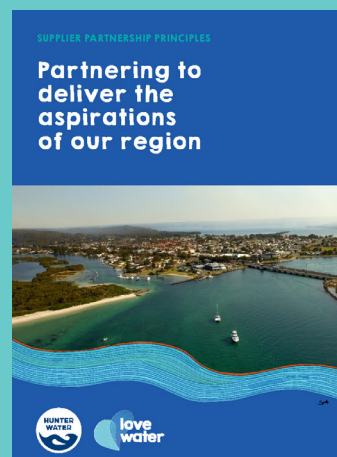


CASE STUDIES

We undertook a trial of the SPP and Supplier Assessment Schedules with a number of our suppliers and received the following feedback from participants:



The SPP and Supplier Assessment Schedules are now mandatory for all Procurement Activities with a value above \$50,000. The required maturation level applied based on risk and value. A supplier briefing session covering off on the SPP and the assessment schedules purpose is undertaken for all tendering activity over \$200,000 to support supplier understanding and compliance.



7. OUR EFFECTIVENESS

Our enterprise level assurance processes capture Modern Slavery risk and compliance, which is visible and accountable up through to our Executive Management Team and Board of Directors. We are seeking to continually improve and ensure we are delivering against our actions to address our identified risks.

In reviewing our effectiveness during 2020-21, the following has occurred;

- We regularly monitored and assessed our progress and the effectiveness of our actions and commitments made within the Modern Slavery Action Plan as overseen by the Sustainable Procurement Working Group.
- As part of the joint regional water sector working group with Water NSW and Sydney Water we have benchmarked and reviewed our progress with other utilities to identify gaps and opportunities, which can be leveraged through economies of scale with a broader industry approach.
- As part of the implementation of the SPPs, feedback was sought from tenderers and suppliers during the implementation phase, and will continue to be sought to gauge supplier understanding of the sustainability expectations we have for our supply partners, including the consideration of Modern Slavery risks. This feedback process facilitates a platform for proactively working with our supply chain to continuously improve our ability to identify, assess and address Modern Slavery risks.
- We have reviewed our annual supplier spend to assist in informing our priorities for identification and improvement of Modern Slavery risk management.

External independent review of our Modern Slavery management processes is planned to assess our effectiveness in the 2021-22 reporting period.



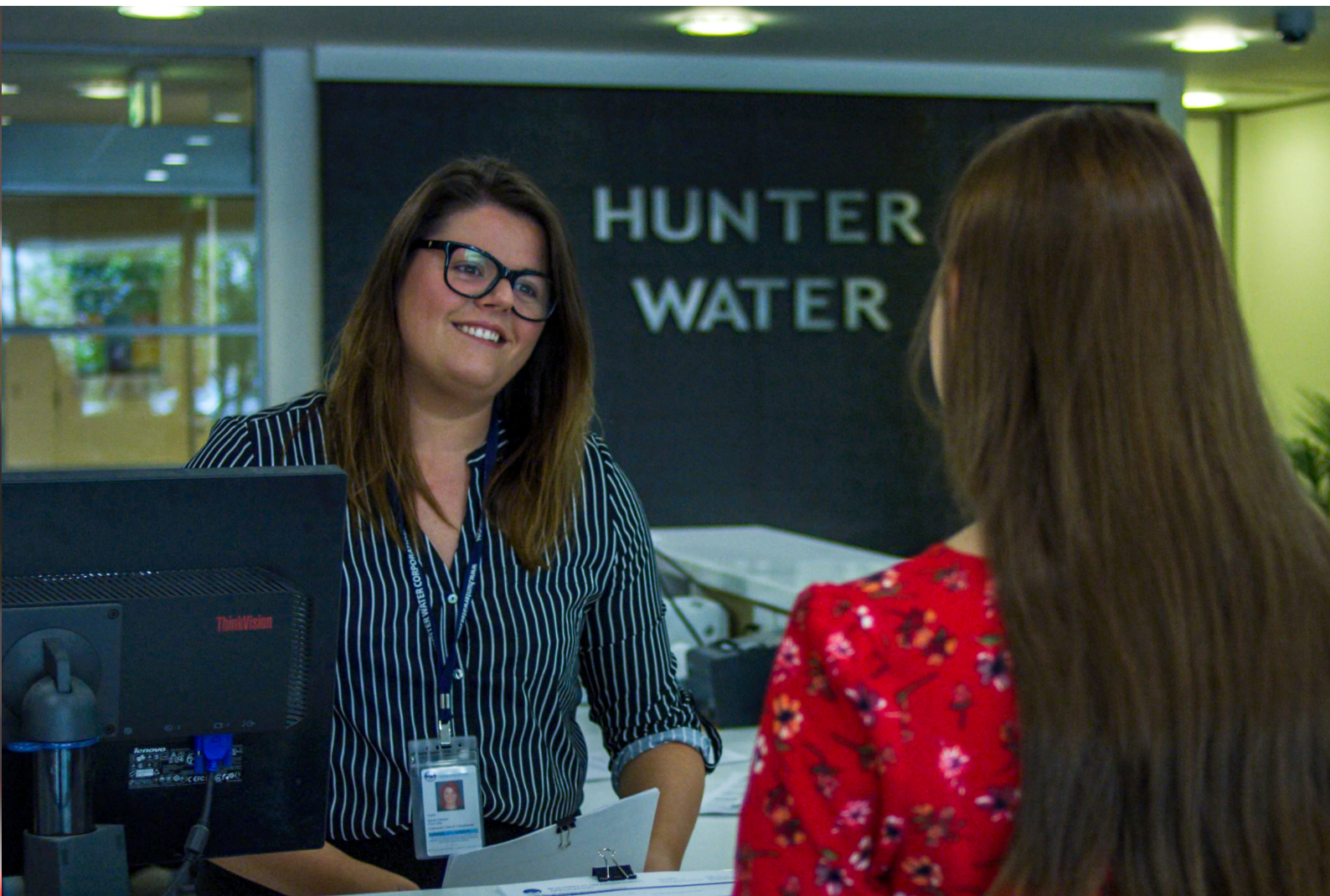
8. OUR CONCLUDING COMMENTS

Hunter Water is continuing to act through a cross-functional approach to identify and mitigate Modern Slavery risks in our supply chains and operations and ensure we are meeting the requirements of the *Modern Slavery Act 2018* (Cth).

We have continued implementation of the identified actions as a part of our Road Map, with the actions incorporated in to the Modern Slavery Action Plan. We continue to undertake measures to increase knowledge and awareness of Modern Slavery and the risks within our operations and supply chains, including the understanding of exploitative practices which can lead to the existence of Modern Slavery. We will continue working collaboratively with other utilities to identify opportunities for addressing industry supply chain risks and seeking expert advice to build on our Action Plan.

The implementation of our Supplier Partnership Principles has enabled a collaborative platform with for working with our suppliers to help build understanding of, and identify and address Modern Slavery risks within our supply chains.

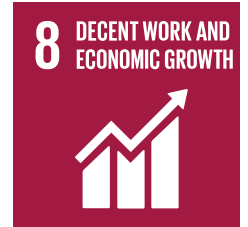
During the next reporting period, we will continue to implement the Road Map as part of the Modern Slavery Action Plan, review the identified actions and their effectiveness, assess Modern Slavery risks as part of our supplier evaluations, and identify opportunities to work collaboratively with other water utilities and experts to identify and address Modern Slavery risks within our supply chains.



9. MANDATORY REPORTING REQUIREMENTS

ANNEXURE A

No.	Reporting Criteria – <i>Modern Slavery Act 2018 (Cth), section 16</i>	Section
1(a)	Identify the reporting entity	1
(b)	Describe the structure, operations and supply chains of the reporting entity	1, 2, 3
(c)	Describe the risks of Modern Slavery practices in the operations and supply chains of the reporting entity, and any entities that the reporting entity owns or controls	3, 1
(d)	Describe the actions taken by the reporting entity and any entities that the reporting entity owns or controls, to assess and address those risks, including due diligence and remediation processes	4, 1
(e)	Describe how the reporting entity assesses the effectiveness of such actions	7
(f)(i)	Describe the process of consultation with: any entities the reporting entity owns or controls	1
(f)(ii)	Describe the process of consultation with: in the case of a reporting entity covered by a statement under section 14 (Joint Modern Slavery statements) – the entity giving the statement	1
(g)	Include any other information that the reporting entity, or the entity giving the statement, considers relevant	16
2(a)	Details of approval by the principal governing body of the reporting entity	4





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