



Sustainability Strategy

August 2011

Draft

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1. Introduction

Vision and Mission

To meaningfully contribute to improving living standards in our region through:

- Engaging our communities and stakeholders to understand and meet their water cycle related needs
- Building, operating and maintaining sustainable water cycle infrastructure to meet the needs of our community
- Ensuring that improved services, increased standards of living and commercial viability are incorporated into our financial planning
- Actively contributing to the sustainability of the region.

Sustainability is our framework for balancing the environmental, social, economic and governance dimensions of this vision.

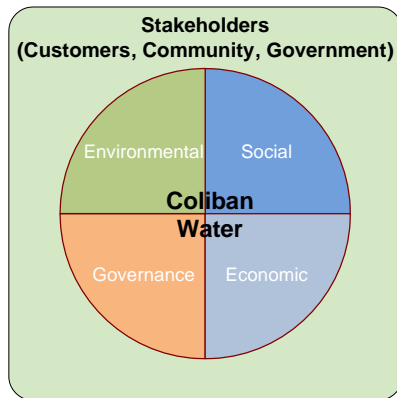


Figure 1. Coliban Water's sustainability environment

Sustainability means balancing these dimensions to meet current needs, without compromising the ability for future generations to meet their needs (Attachment 1). The focus of the strategy is to implement practical, short-medium term actions based on a solid business case to provide benefits to our customers, business and community (Attachment 2).

The business case for sustainability includes:

- Consideration of environmental impact
- Innovating in terms of products and services
- Meeting customer service expectations
- Lower operating and capital costs, water savings for water resource management purposes
- Optimising supply
- Improving decision-making using better data and information.

More specifically, the sustainability drivers are:

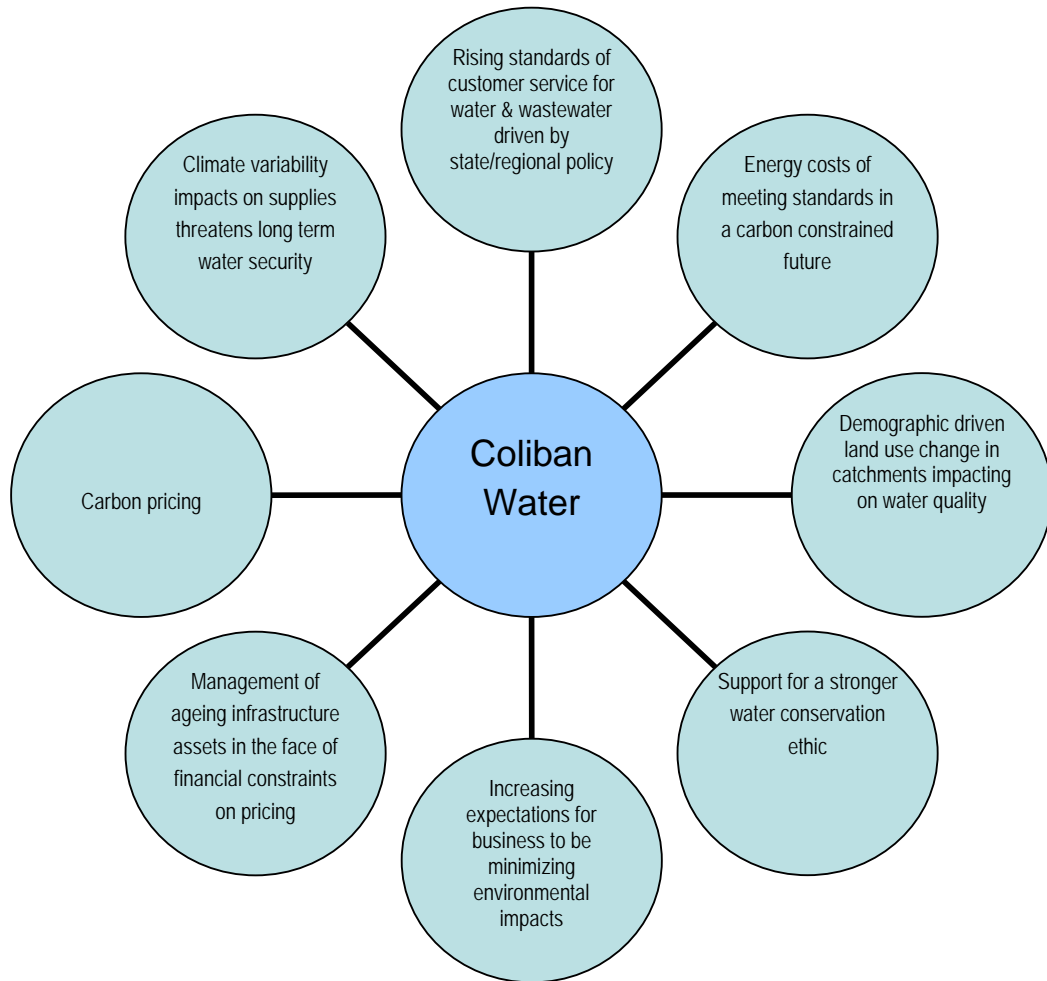


Figure 2. Coliban Water business drivers (SKM 2008)

Sustainability is a strategic priority for Coliban Water. In 2010, the Board restated its commitment integrating sustainability as a core element of business strategy. The Board's Sustainability Committee has undertaken a strategic sustainability review of the business, and commissioned the development of this sustainability strategy to guide the implementation of sustainability initiatives.

2. Sustainability challenges

We currently service 140,000 customers across 16,500 square kilometres of central and northern Victoria, covering 49 towns that include the major centres of Bendigo, Echuca, Castlemaine and Kyneton. The services we currently provide to deliver clean drinking water, sewerage network and recycled water include:

- Water harvest, storage, treatment and distribution
- Urban wastewater collection
- Treatment, re-use and disposal, including trade waste
- Rural water supply
- Recycled water to some rural customers and some urban non-residential customers.



Figure 3. Coliban Water customer service area

In the next decades, we expect strong growth in:

- Regional population, driven by regional development policies focused on Bendigo and other centres in our southern service area closer to Melbourne. During 2006-10, Bendigo's annual population growth increased to 2%. This places Bendigo among the fastest growing regional centres in Victoria.
- Northern 'lifestyle' locations including communities along the Murray River, particularly around Echuca including associated rural residential areas. Echuca has been experiencing the highest growth rate for all towns in our service area in the last 10 years.
- Pressures on land and water resources, driven by population growth, as well as changes in agricultural production (currently both dry land and irrigation farming) and other economic activities (including mining, manufacturing and tourism).

This growth challenges our ability to supply clean water from catchments, given:

- Public land that currently comprises approximately 13 per cent of the region, much of it managed for specific purposes including national, state and regional parks, flora reserves and reference areas, as well as catchments
- Private land surrounds a number of key catchment areas.

Our challenge is to sustainably manage such supply-side impacts on catchments and demand-side changes in service delivery, in the context of extreme climate variability.

2.1 Variability

Climate variability is the key challenge to us sustainably delivering value to our customers. In the last eight years, we have experienced two of the driest years on record, as well as two of the wettest.

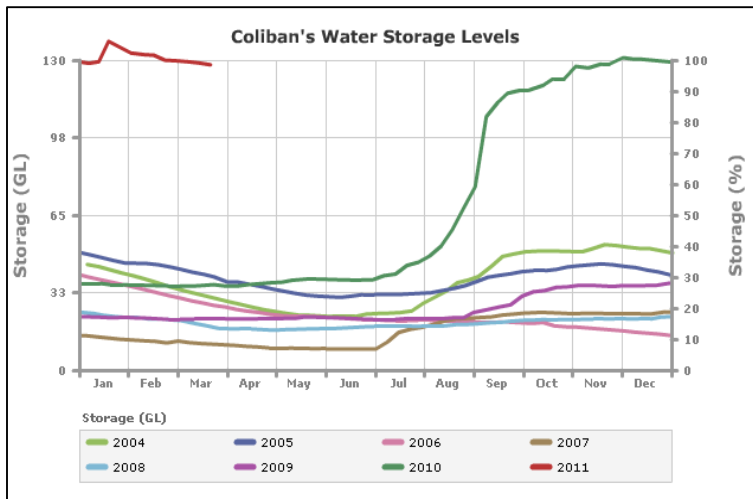


Figure 4. Coliban Water Storage Levels (Jan 2004 – Mar 2011)

This experience has required us to manage and adapt to the extremes of climatic conditions. We have responded to evidence of the significant community costs of harsh drought-era restrictions, including impacts on business and investor confidence in our region, by adopting:

- The objective that, “Even if we experience three consecutive years where inflows are equal to previous record lows, our water restrictions will be no worse than level 1”.
- Supporting strategies that aim to guarantee and optimise supply at least cost .
- Resulting investments to ensure integrated supply options for Bendigo and surrounding centres – including our recycled water factory, pipeline giving access to the water market, upgrades to ensure plants can treat water from various sources, and use of alternative supply methods, such as mini-desalination.

3. Sustainability principles

The sustainable management principles in the *Water Act 1989* are reflected in the principles adopted by the Board's Sustainability Committee.

Sustainability Element	Principle	Description	What this means in practice to Coliban
Economic	Sustainable economic development	To enhance individual and community well-being and welfare by following a path of economic development that safeguards the welfare of future generations	Understanding the projected development needs of the region and ensuring we support growth that is 'sustainable' through effective water and wastewater services
	Sustainable growth	The need to develop a strong, growing and diversified economy which can enhance the capacity for environmental protection should be recognised	Sharing the benefits of sustainable development of the region equitably
	Economic instruments	Cost effective and flexible policy instruments should be adopted, such as improved valuation, pricing and incentive mechanisms	Use of effective economic instruments to reflect the community cost of providing water and wastewater services
Social	Intergenerational equity	To provide for equity within and between generations	Ensuring our current operations take into account the future needs of the region and do not adversely affect the ability of future generations to secure water and wastewater services
	Community engagement	Decisions and actions should provide for broad community involvement on issues which affect them	Genuine engagement with community and stakeholders in major decision making, regularly reviewing and reporting our performance
Environmental	Ecological integrity	To protect biological diversity and maintain essential ecological processes and life-support systems	Managing our operations and facilities in a manner that is not detrimental to the region's ecological systems (e.g.: reducing discharges, ensuring abstractions are within sustainable limits)
	Precautionary principle	Where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation	Taking a precautionary approach where potential for environmental damage is uncertain (e.g.: potential impact of new abstractions, application of new treatment technologies)
	Global impacts	The global dimension of environmental impacts of actions and policies should be recognised and considered	Reducing our dependency on non renewable resources, and increasing renewables, particularly in the area of energy and greenhouse gas emissions
	Environmental responsibility	The need to maintain and enhance international competitiveness in an environmentally sound manner should be recognised	Avoiding, minimising and mitigating the environmental impacts of our operations and our partners' operations (e.g.: office based impacts, treatment processes) while maximising efficient use of resources (e.g. water recycling) minimising wastes and preventing pollution (e.g. biosolids)
Governance	Systems thinking	Decision making processes should effectively integrate both long and short-term economic, environmental, social and equity considerations	Understanding the implications of strategy implementation across all areas of our business, identifying conflicts and trade offs and how to manage these in the short, medium and long term; considering life cycle impacts in all our decisions

Table 1. Coliban Water sustainability principles

This sustainability strategy is also underpinned by existing sustainability commitments including:

- Board-endorsed Environmental Policy (Attachment 3)
- Water Plan and Corporate Plan
- Coliban Water Customer Charter.

4. Strategic framework

This strategy will link to the emerging priorities of our stakeholders at national, state, regional, municipal, basin and catchment levels.

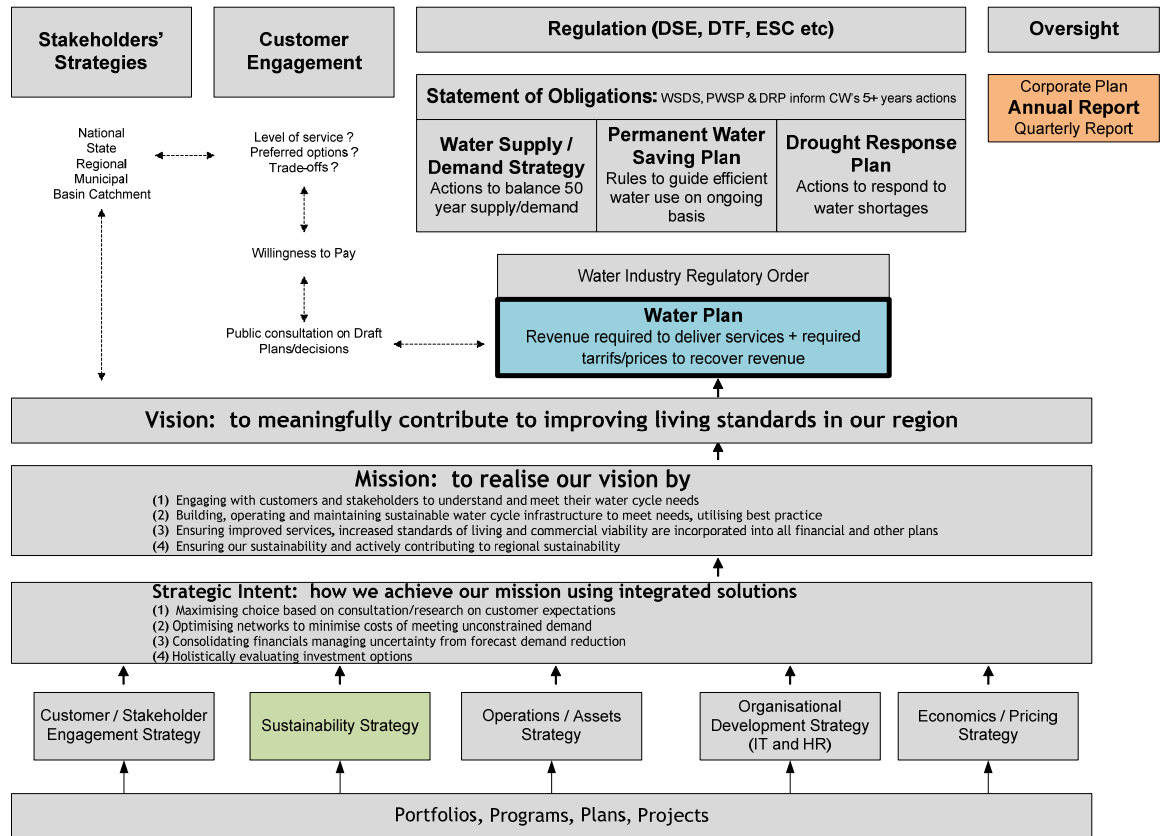


Figure 5. Coliban Water strategic framework (2011)

Such priorities include:

- Living Melbourne, Living Victoria Roadmap released in 2011 by the Living Victoria Ministerial Advisory Council, which emphasizes:
 - Water resources should be managed for multiple benefits
 - Social equity
 - Cities and towns planning to meet their own water needs
 - Engaged and empowered communities
 - Water management integrated across all components of the water cycle
 - Protecting and enhancing public and environmental health
 - Water resources and services valued, managed and used efficiently
 - Transparent, adaptive and flexible decision-making involving consideration of all options¹
- Climate change, renewable energy, Murray Darling Basin and other water policy, and national water initiatives
- State water legislation, pricing determinations and licensing/compliance.

¹Living Victoria Ministerial Advisory Council (2011) Living Melbourne, Living Victoria Roadmap, Victorian Government. http://www.water.vic.gov.au/_data/assets/pdf_file/0009/107658/3770_DSE_Living_Victoria_Roadmap_1.3MG.pdf

We intend to meet this challenge by developing an Integrated Water Resource Management (IWRM) strategy to help us manage different elements of the regional water cycle including water supply, sewage, recycled water and stormwater. Principles such as the following will help guide us in developing our IWRM Strategy:

- Consideration of all water sources (including waste water) in water planning
- Sustainable and equitable use of all water sources
- Consideration of all water users – rural, urban and commercial
- Integration of water use and natural water processes
- Whole of catchment integration of natural resource use and management



5. Strategic delivery

Our ability to deliver strategically on sustainability depends on us:

- Implementing initiatives that are based on strong business cases
- Making clear choices and tradeoffs about resource allocation, including at the portfolio-programme level
- Integrating strategy into key management processes, especially capital expenditure (capex) approval
- Ensuring that in decision-making to reallocate resources, our financial projections are supported by sustainability and other macro level trends
- Internalising uncertainty by reviewing strategy as part of our planning cycle, instead of external events (drought, flood etc.).

This strategy is supported by decision-making in the business that helps us better manage risk and achieve value for money, especially in terms of the decades-long investment decisions we need to make. Our decision-making approach will integrate evaluation, optimisation, and prioritisation elements through a gateway process. This approach will help us manage any results that emerge from our customer consultation and research in terms of:

- Expectations for sustainability performance, particularly given drought- and flood-related impacts of climate variability on regional development
- Willingness to pay to achieve such performance, particularly given customer-community hardships being experienced from higher energy and other living costs.

Our efforts to deliver strategically are also supported by ongoing certification of the Environmental Management System, Occupational Health and Safety System and Quality System.

We intend to implement this sustainability strategy through the action plan (Attachment 2) which is the operational document providing detail on actions, expected timeframes for delivery and action owners.

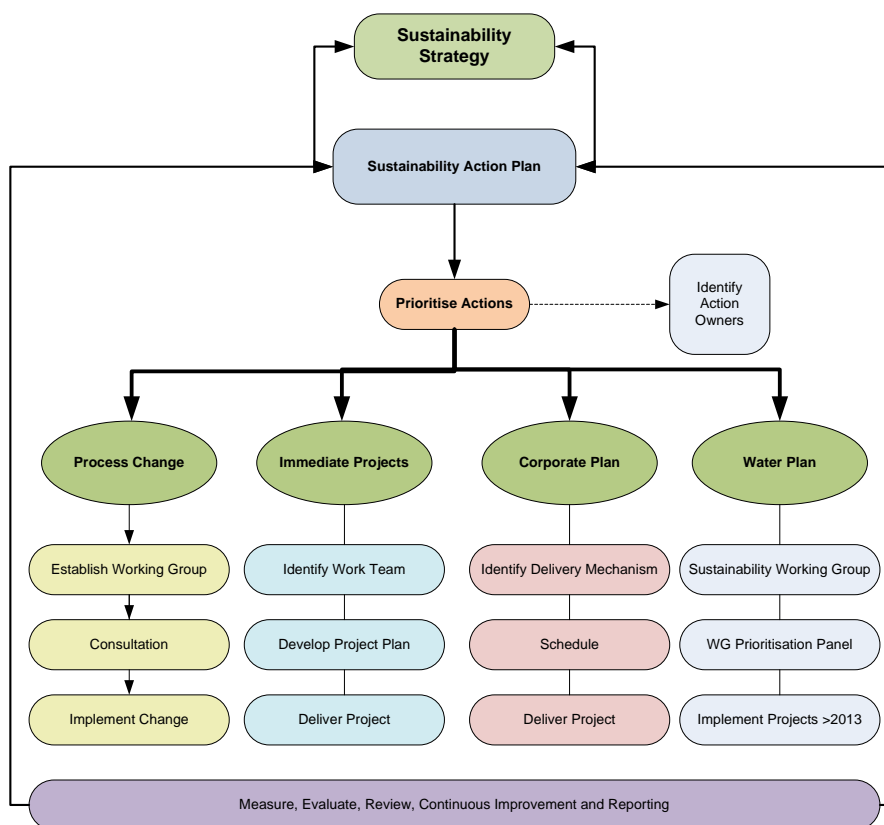


Figure 6. Sustainability implementation chart

6. Policy implementation

Our capacity to deliver is dependent on our ability to respond to key policies, including evaluation and optimisation.

6.1 Evaluation

Our decision making approach will help us better manage risk and value for money by allowing holistic assessment of investment options. In terms of variability, decision making to balance such options may be based on:

- Risk based analysis of local implications of increased potential variability, including potential impacts on service delivery, over a long term, say 30 - 50 year horizon
- Using this analysis, long term investment plans that address these major uncertainties, which would be revisited in light of new information at least every five years
- Methodologies for testing existing five year planning against these long term plans, to ensure current actions do not lock out future options, unnecessarily raise costs or insufficiently reflect uncertainty
- Methodologies for developing and implementing predetermined triggers for uncertainty but foreseeable circumstances, that allow water plans to be modified in predetermined ways..

6.2 Optimisation

In the context of integrated water resource management, we are developing an innovative optimisation project which aims to:

- Minimise the net costs of energy and other unconstrained water demand, both to customers and to us
- Maximise supply options – including our recycled water factory in Bendigo, other recycling and stormwater options, the pipeline giving access to the water market, upgraded water treatment plants, and mini-desalination and other alternatives
- Price new commercially-oriented water products
- Improve operations
- Augment infrastructure
- Prepare for third-party access
- Realise additional benefits such as the optimisation of energy use

The objective is to derive the optimum quantity of water purchases and sales, the price, the movement and storage location for purchased water. This data is obtained from a deterministic model that analyses the following parameters:

- Inflows to catchment storages
- Storage behaviour
- Interconnectivity
- Supply alternatives
- Water markets
- Water demands
- Costs (including energy)
- Risks

Using this model to demonstrate least cost to customers and regulators involves great complexity. If successful, our ambition would be to develop a full stochastic model. In any case, success in delivering optimisation will help drive Coliban Water into a value-maximising 'smart zone' in which, sustainability moves beyond compliance into a space where shareholder value can be maximized.

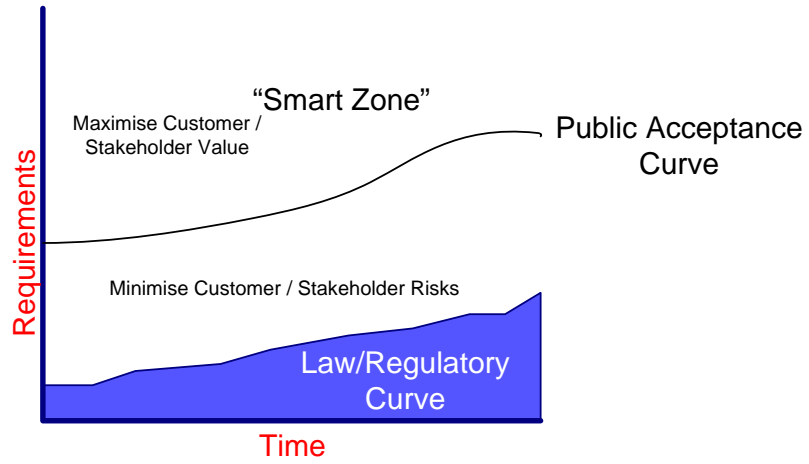


Figure 7. The 'Smart Zone' - compliance vs. best practice strategic approach. Acknowledgement: WWF.

7. Responsibilities

Sustainability is a whole-of-business responsibility, under the strategic direction of the Board.

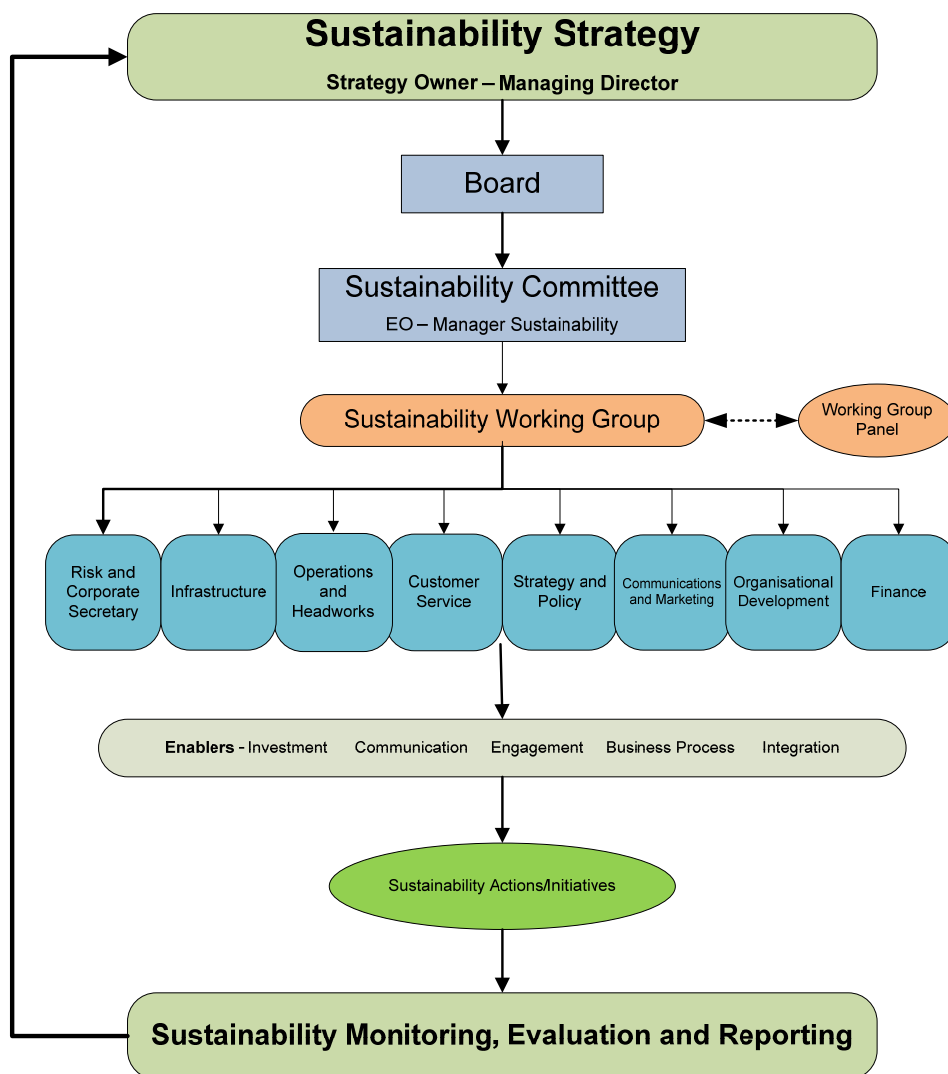


Figure 8. Sustainability governance framework

The business owner of this strategy is the Managing Director. The Manager Sustainability will coordinate the implementation of this strategy, as well as monitoring, evaluation and reporting according to the following timetable.

Reporting audience	Timetable
Community and Stakeholders	Annual Report
Board	Business Report
Sustainability Committee	Quarterly detailed Progress Reports
Executive Management Team	Business Report & Minutes from Sustainability WG
Employees	Intranet updates & meetings

Through the Corporate Plan cycle, we will annually review this sustainability strategy and action plan. The strategy will be reviewed during the development of the Water Plan.

Attachment 1

Sustainability goals

KRA 1	Engaging our communities and stakeholders to understand and meet their water cycle related needs	
Goal 1	High performing service delivery and high customer satisfaction	The provision of water and wastewater services is at the centre of our business. To be sustainable we seek to continuously improve service delivery through the capital works program and responsiveness of staff to enquiries and service failures. Customer satisfaction is a product of service delivery.
Goal 2	Promote practice change within Coliban Water and the community	We want to facilitate new ideas and practices and assist industries and communities to understand, manage and adapt to change related to water and the generation of wastewater. Practice Change is driven by economic, social and environmental pressures outlined in Section 2.
Goal 3	Demonstrate sustainability leadership in the community through partnership and innovation	Sustainability requires bringing together different perspectives from across the business, stakeholders and the community. By integrating these perspectives, we can develop effective responses and create opportunities for innovation.
KRA 2	Building, operating and maintaining sustainable water cycle infrastructure to meet the needs of our community	
Goal 4	Provide options to create a water efficient region	We need to adopt an integrated approach to the delivery of services, water efficiency measures include demand-side options, the ability to substitute products and the optimisation of existing water sources.
Goal 5	Contributing to clean waterways	Our region's waterways provides significant ecosystem services including drinking water and recreational opportunities. We aim to minimise impacts to the waterways through extraction for drinking water or treated effluent discharge.
Goal 6	Minimise environmental impacts from operations	We aim to minimise operational impacts in terms of land use, biodiversity, noise, odour, water quality and greenhouse gas emissions.
KRA 3	Ensuring that improved services, increased standards of living and commercial viability are incorporated into our financial planning	
Goal 7	Develop business management tools to integrate sustainability principles	Fundamental to the creation of a sustainable business are the tools to develop sustainable people and processes. To integrate sustainability, our decision-making process need to be transparent, defensible and give due consideration to social, environmental and economic criteria.
Goal 8	Being a sustainably efficient business	Business efficiency is an enabler of sustainability. Having a sound business footing encourages further investment which can result in improvements in sustainability.
Goal 9	Providing clean, safe drinking water	The potable water that we supply to towns across our distribution network needs to be of an acceptable quality for its intended use. The provision of potable water is dependent upon suitable raw water quality, available treatment options and the demand from communities to be supplied with potable water.

Our success in achieving actions against these goals will be the measure of our performance in implementing this strategy (Attachment 2).

Attachment 2

Sustainability action plan

KRA 1- Engaging our communities and stakeholders to understand and meet their water cycle related needs		
Goal 1 - High performing service delivery and high customer satisfaction		
Customer satisfaction		Target
•	Average rating of the overall quality of service delivered by Coliban Water, through customer surveys	98%
•	Total number and the number per 1000 properties of complaints received	0.3
•	Customer contact survey (overall satisfaction)	98%
•	Number of hardship payments as a percentage of total customers	
Service quality and system performance		
•	Unplanned water supply interruptions (per 100km main)	25
•	Sewerage blockage (per 100km of sewer pipe)	50
•	Average time to attend sewer spills and blockages (minutes)	32
Action 1.1	Community engagement activities to promote sustainability and increase awareness amongst customers/stakeholders of initiatives	
Action 1.2	Investigate mechanism to determine social return on investment	
Action 1.3	Develop web based tools for customers to access individual water consumption information	
Action 1.4	Option of email only billing	
Action 1.5	Undertake market research to understand the priorities of customers and stakeholders in the provision of services	
Action 1.6	Continuation of 'Stop the Block' program and water main renewal	
Goal 2 - Promote practice change within Coliban Water and the community		
Community		Target
•	Number of community consultation opportunities in the development of strategies and plans	4
•	Water use per capita	270KL
Staff		
•	Number of staff participating in sustainability related professional development	100%
•	Number of activities supported by the Greener Office Team	6
•	Percentage of staff with sustainability related performance objectives	100%
Action 2.1	Incorporate sustainability performance measurement into position descriptions and PDP process by June 2012	
Action 2.2	Identify opportunities to expand sustainability education opportunities	
Action 2.3	Host and/or participate in regional sustainability forums in conjunction with key partners	
Action 2.4	Implement and promote the Coliban water catchment protection guidelines in partnership with local Government	
Action 2.5	Expand the role of the Greener Office team to implement sustainability initiatives in the built environment	
Action 2.6	Create opportunities for staff and the community to address sustainability issues through competitions, 'special' projects	
Action 2.7	Implement sustainability training program to support the requirements of the EMS and to raise awareness in the organisation	

Goal 3 - Demonstrate sustainability leadership in the community and in the water industry through partnership and innovation		
Leadership		Target
<ul style="list-style-type: none"> Development of significant sustainability projects 		December 2011
Action 3.1	Develop Coliban Water as a leader in sustainability through implementation of strategy	
Action 3.2	Partner with local Government to explore IWRM opportunities	
Action 3.3	Seek investment opportunities from Government and other funding bodies to implement sustainability initiatives	
Action 3.4	Create partnership opportunities to develop innovative treatment and distribution technologies	
Action 3.5	Partner with landholders, DSE and DPI to protect catchment areas	
Action 3.6	Baseline Coliban Water sustainability ranking within the Victorian/Australian water sector using a globally recognised tool	
Action 3.7	Develop a sustainability partnership plan or MOU with key stakeholders to deliver sustainable outcomes for the region where relevant	
KRA 2 - Building, operating and maintaining sustainable water cycle infrastructure to meet the needs of our community		
Goal 4 - Provide options to create a water efficient region		
Water resource management		Target
<ul style="list-style-type: none"> Development of an Integrated Water Resource Management (IWRM) Strategy 		December 2012
<ul style="list-style-type: none"> Development of the Water Supply and Demand Strategy (WSDS) 		April 2012
Reuse and recycling		
<ul style="list-style-type: none"> Total volume of water recycled on account of recycled water schemes managed by Coliban Water 		72%
Water leakage – unaccounted water		
<ul style="list-style-type: none"> Water leakage expressed as a percentage of drinking water drawn 		18%
Irrigation		
<ul style="list-style-type: none"> Irrigation water efficiency savings (Rural Reconfiguration) ML per annum 		945
Action 4.1	Develop an Integrated Water Resource Management (IWRM) Strategy by December 2012	
Action 4.2	Develop the Water Supply and Demand Strategy (WSDS)	
Action 4.3	Expansion of the recycled water network to minimise discharges to waterways	
Action 4.4	Inflow and Infiltration study to identify opportunities to reduce operational costs i.e. energy and treatment.	
Action 4.5	Seek to influence stakeholders to promote sustainability in planning/building approvals, i.e. third pipe projects.	
Action 4.6	Optimise the use of recycled water with current licence holders	
Action 4.7	Reduce the % of unaccounted water through targeted programs	
Action 4.8	Implement the Rural Modernisation program	

Goal 5 - Contributing to clean waterways		
Sewage treatment system discharges		Target
•	Total mass of phosphorus and nitrogen discharged to streams/ivers from water reclamation plants(based on EPA Corporate Licence)	Nitrogen – 73,730kg/yr Phos. – 3960 kg/yr
•	Volume of treated wastewater discharged to the environment from water reclamation plants	5913 ML
•	Wastewater re-used or otherwise prevented from entering waterways	72%
Breaches of statutory instruments		
•	Total number of prosecutions and notices (including penalty notices) issued to Coliban Water and its contractors under the Environment Protection Act	0
Environmental performance monitoring		
•	Ecosystems adversely impacted downstream of Coliban Water sewage treatment plant discharges	0
Trade waste agreements		
•	Develop Regional Waste Minimisation Program	June 2012
Action 5.1	Develop a Catchment Protection Policy that is consistent Best Land Management Practices	
Action 5.2	Reduce treated effluent discharges to waterways through recycling opportunities	
Action 5.3	Investigate and implement opportunities to reduce volume and concentration of tradewaste from major customers	
Action 5.4	Investigate the improvement of treatment processes to produce higher quality effluent	
Action 5.5	With DSE and NCCMA, amend the Coliban / Campaspe Bulk Entitlement to better protect and enhance the Coliban River	
Goal 6 - Minimise environmental impacts from operations		
Energy consumption		Target
•	Total electricity consumed by Coliban Water per ML of water delivered	0.29 MWh/ML
•	Total electricity consumed by Coliban Water per ML of wastewater treated	0.55 -0.6 MWh/ML
•	Net carbon dioxide equivalent emissions from the consumption of electricity, fuel and gas	27,170 (under review)
By-products		
•	Percentage of bio solids beneficially used	100%
Waste minimisation		
•	Percentage of solid waste recycled or reused	50%
Flora and Fauna		
•	Develop and implement Biodiversity Strategy	September 2011
Action 6.1	Create opportunities for further beneficial use of bio solids	
Action 6.2	Implement actions from the biodiversity strategy on a priority basis	
Action 6.3	Minimise Coliban Water's waste streams, and pursue opportunities to reuse or sell waste by developing a business case	
Action 6.4	Opportunity cost audit and waste and energy baseline study to inform potential sustainability projects in 2011/2012	
Action 6.5	Investigate and implement opportunities to generate electricity	
Action 6.6	Develop Vehicle Fleet Policy to incorporate sustainability principles	
Action 6.7	Develop and implement an Integrated Pest Plant Management Plan for Coliban owned land	

KRA 3 - Ensuring that improved services, increased standards of living and commercial viability are incorporated into our financial planning		
Goal 7 - Develop business management tools to integrate sustainability principles		
Tools		Target
<ul style="list-style-type: none"> Development of a sustainability dashboard for business/community consultation Development of Property Environmental Management Plans (WRPs, WTPs and Reservoirs) 		December 2012 82
Action 7.1	Revise KPIs and establish targets for sustainability strategy	
Action 7.2	Develop a monitoring, reporting and communication tool such as a dashboard to track business sustainability	
Action 7.3	Develop GIS web mapping tools to display sustainability performance of WTP and WRP	
Action 7.4	Implement a decision making framework across the organisation which embeds sustainability principles	
Action 7.5	Sustainability integration with the Hansen Asset Management System for asset maintenance and replacement	
Action 7.6	Develop an understanding of the lifecycle of our products	
Goal 8 - Being a sustainably efficient business		
Sustainability Enablers		Target
<ul style="list-style-type: none"> Develop baseline assessments/audits for biodiversity assets, carbon and energy Integrate shadow carbon price into optimisation model 		June 2012 July 2012
Action 8.1	Develop a mechanism to account for carbon and other environmental externalities in decision making and incorporate into Board papers	
Action 8.2	Develop and implement a data management plan to support the sustainability strategy	
Action 8.3	Explore business opportunities to manage Coliban's vacant land to sequester carbon profitably	
Action 8.4	Manage Coliban's remnant native vegetation for net gain (vegetation) offsets and investigate offset opportunities for projects	
Action 8.5	Develop and implement Green Procurement policies	
Action 8.6	Develop further optimisation tools for the economic and water resource optimisation of raw water supply.	
Goal 9 - Providing clean, safe drinking water		
Water quality		Target
<ul style="list-style-type: none"> The percentage of water tests that meet the Australian Drinking Water Guidelines 2004 (for system performance monitoring for indicator organisms) <ul style="list-style-type: none"> Compliance with E.coli and aluminium Compliance with turbidity and disinfection by-products 		98% 100%
Customer satisfaction with water		
<ul style="list-style-type: none"> Average rating of customers satisfied with the overall quality of drinking water supplied by Coliban Water 		98%
Action 9.1	Investigate opportunities to increase potable water to a greater service area.	
Action 9.2	Support local sustainability action groups promoting the reduction in bottled water	
Action 9.3	Investigate low energy, low chemical treatment technology	

Attachment 3

Environmental Policy

Environmental Policy



Coliban Water's vision is to meaningfully contribute to improving living standards in our region.

Coliban Water will realise this vision by actively contributing to the sustainability of our region:

- Embracing sustainable innovation and technology
- Maximising the efficient use of water, energy and other resources
- Minimising waste and preventing pollution
- Managing facilities and land in a manner that demonstrates good environmental stewardship
- Contributing to catchment management and promoting a conservation ethic within our community
- Enhancing biodiversity
- Considering the life cycle of our supply processes, products and by-products to enhance environmental performance
- Maintaining an Environmental Management System certified to AS/NZ ISO 14001
- Working in partnership with our environmental stakeholders
- Ensuring Coliban Water employees have the environmental awareness, skill, motivation and resources to implement the policy
- Developing and setting environment targets and reporting on them, particularly for energy efficiency and greenhouse gas emission reduction
- Regularly reviewing our performance and publicly reporting our progress
- Pursuing the sustainability objectives developed in conjunction with the EPA in our Corporate Licence.

