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Well, I was nodding furiously when Heidi was talking about purpose because I think a real lesson for me is being very clear about the why to yourself and to others. And certainly, when I think about how we work with clients, it's about really listening to their needs and making sure that we understand the why.

[\(05:26\)](#): It's funny when you do that kind of five whys piece, "But why? But why? But why?", and really get to the heart of the issue the solutions that you might be presenting could be completely different from your starting point. So really taking the time to listen and understand the why. I remember very early in my career I was doing technical transport modeling and a lot of the tasks I was given to do were very tactical, "Create this spreadsheet." And I found I was much more effective if I really understood the why behind it and it wasn't just doing the task immediately in front of me. That piece around purpose is really important.

[\(06:11\)](#):

It's interesting because you've reflected on our different backgrounds, and I think diversity and inclusion have been a very strong theme throughout my career. I remember very early days I was a non-engineer and a team of engineers, and probably like Heidi, I'm often been the only woman in the room. And early on I felt this kind of desperate need to want to be like everyone and to wish to conform. I remember having a kind of waking up point in my career when I realized the value that I had is where I'm different. And I've absolutely seen the evidence of the impact of diverse teams and having diversity of thought and having project teams that reflect the communities that we're trying to serve. We come out with much better outcomes. So, inclusion and diversity is absolutely at the heart of what we try to do at Jach who5at wu Jerseompac-8(r)-8(t)8(an)-7(t)8(.)-7(t)30(o)-8()-7(m)-9(e)5(.)-1TJ

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in this matrix and supply chain and Jacobs would be an absolutely critical part of that. And that's why the living water enterprise is so important because that's all about alignment as well, isn't it? Is we all know what we're doing, why we're doing it, we believe in the same things and we're moving towards it. I think we've been off the boil on that. Now is the time to get well and truly on the boil about that.

Kate Kenny ([11:16](#)):

Well, just to back up what Heidi said, we all have to come together on this because this is about delivering critical infrastructure, critical solutions to society, to our country. So it's a national issue that we need to get behind. We are not going to be able to deliver what is needed from the water sector unless we're doing things together and we are doing them differently because look at the range of

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health demonstrator, this really is the cutting edge. And I think the culture around this really helps with innovation which will support outcomes for the wider industry too.

(19:36):

I think 2.8(4) (c) provides a clear and concise definition of what we mean by social value and it's a commitment to adding value to local communities. So there are very clear social value ambitions attached to this partnership and these are being measured through target outcomes and measures. So we are really working hard together as a partnership to embed these within benefits realization systems and ensuring we're tracking and driving these benefits so we can really demonstrate doing something tangible for the wider environment and society. I think that connects back to that purpose piece. This is really purposeful, the work that we're doing together. And it's really exciting. We're so pleased to be part of it.

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works, and I think this sort of brings it to life in a way. So there was a couple of people there who'd joined us in the last little while. One of the individuals was talking about where they'd worked before not in the water sector, but not doing not dissimilar things, but had been really quite taken aback at the difference in culture in Northumbrian Water and how much more respected and empowered they felt. So I think things like that are what people are looking for when they come in. "Can I make

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for your award. We have also received awards for our approach to gender equality for investing in ethnicity and social mobility too. And actually, I only, last night, had the review of my business performance and of course we looked at financial metrics, we look at safety. The huge part of that is about people. It's about how are we driving the diversity agenda so our leaders are held to account for the inclusive culture that we provide, but also are we driving tangible impact in this space? So, incredibly important to everything that we see.

Arthur Jones ([28:42](#)):

Thanks, Kate. You briefly mentioned safety in there, which I think is a great segue into the next question. Health and safety and wellness of your employees is a priority that you both share. But Kate, what are the best health, safety and wellness trends and initiatives that you've seen in the industry?

Kate Kenny ([29:03](#)):

Thank you. It is incredibly important. So we have a beyond zero culture we're really, really proud of. And I would say that our wider culture really stems from what we do in safety because we care. We have a culture of caring. So we care that people go home at the end of the day. We care that we deliver great outcomes to society. We care for our colleagues and their mental health. And we care about our work. ([29:32](#)):

We talk quite a lot about the demands of working in this sector, and I'm very conscious that this could have an impact on our people. So we are really driving an increased focus on mental health in the workplace at the moment. We have a great app called One Million Lives where people can do a daily check-in on their wellbeing and it gives people great advice about how to improve their mental health and also puts towards resources to provide further help.

([30:03](#)):

So mental health is a really, really important one. I think there's a big piece about data-driven safety as well. And I'm very conscious because I'm Apple Watch wearer and I find tracking my health and fitness really useful through my watch. Using the data that we have across our businesses, sharing that data with our clients to really start to predict issues, kind of what's emerging trends in safety is a very big trend around what's happening around HSC at the moment. And AI of course is a great opportunity to help support these developments and ensure that we're targeting safety interventions in the right place. ([30:53](#)):

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I get deeply frustrated when people say that the sector isn't innovative enough. That's mainly because they just don't know enough about what's going on because I think the sector is also institutionally modest, so it doesn't tend to shout about it.

[\(36:32\)](#):

So we wanted to make a bit of noise and say, "Actually, look. Look here we are doing something," but also to create the environment. So I think everybody knows now. It's incredibly well known. The

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world involved in that every year is phenomenal and I feel incredibly proud of that and all that it's achieved.

Arthur Jones ([39:18](#)):

It sounds like it's become embedded into your culture and it's part of your company now. Kate, on your side, what are the most exciting innovations you've seen in the water sector?

Kate Kenny ([39:31](#)):

That's a big question. I mean, when you mentioned innovation, I think my head immediately goes to digital and new technologies. And as part of our Digital OneWater approach, Aqua DNA, I think stands out for me. So Aqua DNA is an intelligent digital solution. It collects live data using sensors, smart sensors and AI powered analytics to improve wastewater network performance. And we've really seen that be successful in reducing risk, moving from reactive to predictive response issues and making a really significant positive and societal and environmental impact.

([40:23](#)):

trends and opportunities you've seen in driving decarbonization in this space? And I appreciate this is another massive question to answer, but if I can start with you, Kate, on this one and then I'll move on to Heidi.

Kate Kenny ([42:16](#)):

Yeah, it is a massive question. I mean, I think if we look at this really holistically, we need to decarbonize the electricity industry because if we've got a decarbonized grid, that will really support the outcomes that the water industry is trying to achieve. So grid comes first and it'll have knock-on impacts for all kinds of sectors.

([42:41](#)):

There's a big piece about operational carbon. So what carbon do we use in water operations and how do we reduce that? We're currently working on an off-water funded carbon reduction project, which is looking to reduce greenhouse gases, cut down on electricity use and produce green hydrogen during wastewater treatments. That's a really good example there in operations. And then there's a huge theme at the moment around embodied carbon. So there is a lot of construction planned in the water sector. And more broadly moving forward, how can we reduce the carbon that is in the materials in construction of huge amounts of time and investment is going into innovation there.

Arthur Jones ([43:32](#)):

Heidi, can I get your take on that question?

Heidi Mottram ([43:35](#)):

Yeah, absolutely. And I'd actually just make a little... Because we were talking about tools for innovation, I think we should make a bit of a shout-out to the Innovation Fund, Ofwat's Innovation fund, because I think that's been a good accelerator between companies. And we've participated massively in that. It's been a really good way of sharing ideas, another open innovation approach. I think that deserves a lot of credit, lot of things that are going on within companies.

([44:06](#)):

So yeah, I mean, I guess on the decarbonization, Northumbrian Water has been on quite a long journey here. It's been thinking about this for a long time, and that's a lesson in itself, right? We are in what we would all describe as an emergency now. So working faster is important, but some of

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[\(47:29\)](#):

The biggest thing still facing us that everybody's struggling with is the fleet, because with Covid and the production of vehicles and also the technology about not so much about the little vehicles that's cracking on, small vans, low payloads, great big vehicles, we go with biofuel. It's those middle vehicles that are the big problem for us at the moment and what's the answer. And lots of people are still struggling with that. So that's the biggest part of our 21 odd thousand.

[\(48:04\)](#):

And then the final thing, which because I did allude to that change in measurement, I think along the way we've understood that we were addressing certain elements of carbon, but there is still a fair degree of processed carbon that was not well understood that we're trying hard to understand now and then, which is around wastewater treatment and how to effectively deal with that. So that's kind of a new challenge that's come up along the way, but we're well on with that.

Arthur Jones [\(48:33\)](#):

I just want to say thanks to both of you because the level of insights you provided has been amazing. It's both fascinating to hear about the challenges you face, but also about the parallels between the both of you as leaders. So my biggest takeaway is hearing from you both the power of purpose, the culture, shared values, and having diverse and empowered teams. I think it's part of the solution going forward. So thanks very much for the talk today. I appreciate it, and thanks for spending your time with us.
