

# A Year of Evolution

SGSPAA Group 2022 Sustainability Report



# 2022 Performance Highlights

## Customers

**> 1.8 million**  
customers

**> 1.5 million**  
customers of the  
Jemena Gas Network

**> 370,000**  
customers of the  
Jemena Electricity Network

**78.7** Group  
Reputation Score

**39** customers accessing  
pipeline services

**8.1** out of **10** Jemena  
Gas Network Customer  
Satisfaction Score

**Zinfra clients** include AusNet, Energy Queensland, Evoenergy, Jemena, Palisade, Powerlink, TasNetworks, Transgrid and United Energy

**8.2** out of **10** Jemena  
Electricity Network Customer  
Satisfaction Score

## Community

**> \$700,000**  
in direct community contributions  
including **> \$170,000** in grants to  
**21** local groups

**\$3.28 million** net social  
value returned to the community  
via the Group's Corporate Social  
Responsibility Program

**160** Aboriginal people  
received job readiness training

Ranked **34** in Australia's  
Top **40** workplaces to give back

**> \$65,000**  
provided in support of  
emergency relief efforts

**> 500** participants in energy  
literacy programs in Victoria and  
New South Wales

## Climate and Environment

Up to **2%** renewably generated hydrogen  
gas blended into a section of our  
New South Wales Gas distribution network

**37%** waste diverted  
from landfill

Launched  
Group ESG Plan

## People and Safety

**TRIFR 2.5** recordable injuries  
per **1M** hours worked

**350** leaders and managers completed  
Safety Leadership training

## Financial

**\$301 million**  
net profit after tax

**\$190 million**  
total tax paid\*

**\$476 million**  
capital expenditure

**\$840 million** in operational  
maintenance and capital improvements

**\$531 million**  
in employee benefits

**TRIFR:** Total Recordable Injury Frequency Rate

\*Total tax paid for CY2021. 2022 income tax return to be lodged in July 2023.

# 2022 Group ESG Performance



Focus Areas	Environment		Social				Governance	
	Climate Change	Environmental Footprint	Our Customers	Our Community	Safety & Wellbeing	Our People	Corporate Governance	Business Ethics
2022 Goals	<ul style="list-style-type: none"> <li>Set interim emission reduction target</li> <li>Develop and commence Emission Reduction plan</li> </ul>	<ul style="list-style-type: none"> <li>Understand current waste footprint</li> </ul>	<ul style="list-style-type: none"> <li>Customer and Operational Index Score</li> <li>Customer Satisfaction (CSAT)</li> <li>Network Reliability</li> </ul>	<ul style="list-style-type: none"> <li>Reputation Survey Score</li> <li>Develop social impact measurement</li> </ul>	<ul style="list-style-type: none"> <li>TRIFR (Recordable Injuries)</li> <li>Asset Safety</li> <li>Safety Risk &amp; Systems score</li> </ul>	<ul style="list-style-type: none"> <li>People survey score</li> <li>Leadership Development Score</li> </ul>	<ul style="list-style-type: none"> <li>Develop a plan for 2023 disclosures (in 2024) – aligned to Task Force on Climate Related Disclosures (TCFD)</li> </ul>	<ul style="list-style-type: none"> <li>Modern Slavery Statement submitted and 2022 planned activities undertaken</li> </ul>
Performance against 2022 Goals and progress against 2022–2025 planned activities	<ul style="list-style-type: none"> <li>Set direction of 2030 emission reduction objective informed by 2050 Net Zero ambition and government policy, legislation and regulation.</li> <li>Developed and commenced delivery of emission reduction roadmap, comprising:                             <ul style="list-style-type: none"> <li>Identification of first phase of initiatives to reduce operational emissions</li> <li>Approach to assess and develop additional initiatives to achieve 2050 Net Zero ambition and interim emission reduction objective, with pathways to be refined over time</li> <li>Actions to further embed ESG considerations into business governance, processes and decision making</li> </ul> </li> <li>Progressed Renewable Gas trials – Biomethane and Hydrogen</li> <li>Commenced assessment to understand source and scale of Scope 3 emissions</li> </ul>	<ul style="list-style-type: none"> <li>Identified drivers of waste, and established a waste footprint baseline</li> <li>Improved energy efficiency of properties to drive sustainable property management</li> </ul>	<ul style="list-style-type: none"> <li>Delivered consistent network reliability</li> <li>Delivered strong customer &amp; operational performance (noting CSAT score was impacted by extreme weather events)</li> <li>Provided emergency support during extreme weather events and outages</li> <li>Provided support to vulnerable customers through                             <ul style="list-style-type: none"> <li>Voices for Power Program</li> <li>Uniting Energy Assist Program</li> </ul> </li> <li>Progressed Electric Vehicle (EV) Grid trial</li> <li>Brokered deals to support ongoing gas supply to market</li> <li>Commenced construction of pipeline to LNG (liquefied natural gas) import terminal at Port Kembla, to supply new gas to market</li> <li>Delivered ongoing maintenance and operations support for electricity &amp; gas network services</li> </ul>	<ul style="list-style-type: none"> <li>Maintained strong positive reputation with key stakeholders (as measured by an independent body)</li> <li>Developed a measurement approach to assess the social impact of our community programs – to be applied in 2023</li> <li>Continued delivery of Corporate Social Responsibility (CSR) strategy</li> <li>Delivered over \$700k in direct financial contributions to communities, including over \$90k in emergency relief support</li> <li>Delivered community activities to support social inclusion</li> <li>Jemena rated one of Australia's Top 40 Workplaces to give back – for a third year running</li> </ul>	<ul style="list-style-type: none"> <li>Safety outcomes, as measured through TRIFR and an index of Asset Safety measures, continue to outperform targets</li> <li>Delivered Health, Safety and Environment (HSE) assurance program of 13 audits</li> <li>Delivered frontline safety leadership programs to over 350 people</li> <li>Established Group HSE Procedure on Mental Wellbeing in the Workplace</li> <li>Continuing development and implementation of Group-wide processes to support mental wellbeing</li> <li>Commenced development of a 2023–2025 roadmap to support and improve Mental Wellbeing of employees</li> </ul>	<ul style="list-style-type: none"> <li>Improved People Engagement score</li> <li>Delivered Leadership development and Safety Leadership Development programmes</li> <li>Established coaching services</li> <li>Established Diversity, Inclusion and Belonging (DIB) Council and commenced development of DIB strategy &amp; roadmap</li> <li>Launched employee networks – disability, LGBTQIA+ and Indigenous</li> <li>Participated in multiple diversity cultural celebrations</li> <li>Ongoing management of gender pay equity gap</li> <li>Launched Aged Workforce plan</li> <li>Endorsed Work180 employer and certified Family Friendly Workplace</li> </ul>	<ul style="list-style-type: none"> <li>Undertook TCFD readiness assessment and identified activities required in 2023 to facilitate TCFD disclosure in 2024</li> <li>Incorporated ESG targets into 2023 Corporate Key Performance Indicators (KPI)</li> <li>Integrated ESG into governance and risk frameworks</li> <li>Completed multiple Crisis and Emergency Management exercises, workshops and assessments</li> <li>Successful management Emergency Medical Team (EMT) and Crisis Management Team (CMT) activations</li> <li>Commenced upgrade of site security access management</li> <li>Broadened Physical Security Risk Assessments approach</li> <li>Completed Data Governance current state assessment</li> </ul>	<ul style="list-style-type: none"> <li>2021 Modern Slavery statement released, with the 2022 statement due in June 2023.</li> <li>Activities are underway</li> <li>Completed annual conduct, legal and compliance training.</li> <li>Commenced business education and engagement sessions on sustainability</li> <li>Continuing education for Directors and Officers on public safety, safe systems of work and emissions reduction</li> <li>Ongoing development and management of Whistleblower &amp; fraud programs</li> <li>Upgrading the audit, compliance and risk management platform</li> </ul>



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## Acknowledgment of Country

We acknowledge the Traditional Owners of the lands upon which we operate and recognise their continuing connection to land, waters and culture.

We pay our respects to their Elders past and present.

# Message from the Managing Director and Chair

Our Group's CY2022 Sustainability Report provides an update on our sustainability journey in the context of an evolving energy market, changing customer needs and significant national emergency and severe weather events in the areas where we operate.

Our sustainability journey formally commenced in 2019 with the release of our first Sustainability Report. In 2022 we built on these efforts with the release of our *Group Environment, Social and Governance (ESG) Plan*. The plan details how we will evolve our energy networks as part of Australia's decarbonisation journey, contribute positively to the communities where we operate, and uphold the governance structures and processes which – along with our shared Group values – guide how we interact with each other and the communities we serve.

Our *Group ESG Plan* is an iterative document, which we will review, update and report against on an ongoing basis. With this in mind, our CY22 Sustainability Report has been structured around the Plan's focus areas, which also align with those topics and issues our stakeholders tell us matter most to them.

In 2022 our Group focussed on responding to the dual challenges of evolving our business as part of the energy transition, while also upholding the reliability and safety standards which have become synonymous with how we manage and operate our energy assets.

As part of this work, we continued to support the development of a Renewable Gas sector through our industry leading demonstration projects: the Malabar Biomethane project and the Western Sydney Green Hydrogen Hub. These projects leverage our relationships with leading international energy infrastructure companies across parts of Europe and the United States, while helping us to understand the engineering challenges and knowledge gaps to be addressed as a Renewable Gas sector moves towards commercialisation here in Australia.





In addition to Renewable Gas projects, 2022 saw us partner with JET Charge and electricity network businesses in Victoria, the Australian Capital Territory and Tasmania to launch our EV Grid: Enabling Electric Vehicle Friendly Networks and Neighbourhoods trial.

Throughout 2022 our engineering, project management, construction, operations and maintenance services business Zinfra, partnered with energy businesses across the country to help build the energy system of the future. In October, Zinfra signed a contract with United Energy worth over \$560 million to continue delivering maintenance and operations services across the United Energy electricity network over the next 4.5 years.

Our acumen in emergency management was at the fore in November as our people worked tirelessly in response to an outage incident on the Young-to-Lithgow Pipeline in the New South Wales Central Tablelands. The outage – which was caused by flooding in the area – saw the gas supply of around 20,000 of our customers across Bathurst, Lithgow, Wallerawang, and Oberon interrupted. Together with other members of our industry, local councils, and emergency responders we were able to restore customers' gas supply earlier than initially anticipated. Also in November, our crews responded to flooding in other parts of New South Wales, including Forbes, conducting work to make the network safe, so we could restore gas as promptly as possible to affected communities as soon as flood waters receded.

It is against this context that we continued to deliver energy services both safely and reliably, and we are thrilled to have maintained our strong performance in these areas for another year, with our electricity network reporting a reliability score of 99.99 per cent, while our gas network reported a similarly strong result of 99.97 per cent.

We'd like to thank our people, customers, and stakeholders for their support throughout 2022. It is our hope that as you read through our CY22 Sustainability Report that you learn about the many ways we are working to deliver our ESG Plan while contributing to the transition of Australia's energy system.



**Frank Tudor**  
Managing Director



**Jiang Longhua**  
Chair of the Board

# Who we are and what we do

We've been bringing energy to life for close to 200 years and can trace our origins back to when Town Gas was used to light the streets of Newcastle, Sydney and other parts of New South Wales during the late 1800s. Since that time our business, like the energy sector, has continued to evolve and we are proud to be at the forefront of this change as we work towards achieving our Group's shared vision: **Creating sustainable energy solutions with communities.**

Our Group's actions are guided by our shared values.



## Group Values



**Better together**

We value the diversity of our people, working together to achieve great outcomes



**Be accountable**

We accept responsibility to deliver our commitments



**Find a better way**

We find improved and innovative ways to work



**Think like a customer**

Our actions consider our customers, community, and other stakeholders



**We care**

We value safety and wellbeing for ourselves, our community and environment



## Our Group

Composed of Jemena and Zinfra (the Group) we are an \$12.4 billion energy infrastructure company which – under our Jemena brand – owns and operates some of Australia’s most significant electricity and gas distribution and transmission assets. Through our engineering management and construction company, Zinfra, we are helping to construct the energy system of the future, by partnering with leading energy companies across the country.

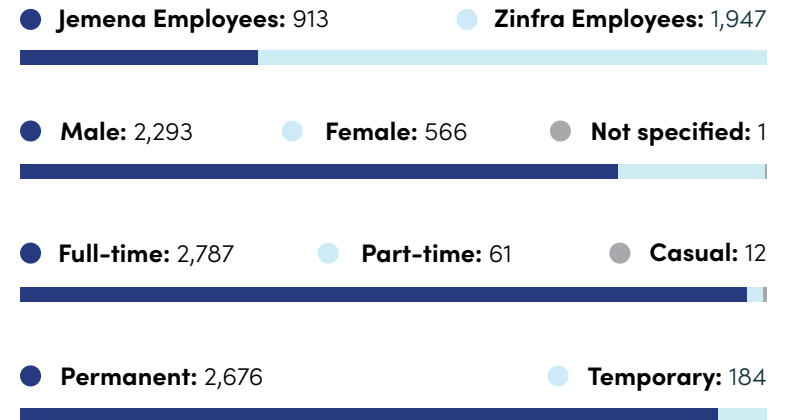
Our Group is backed by our shareholders: the State Grid Corporation of China and Singapore Power (SGSPAA) who, in their respective jurisdictions, are helping to drive the transition to a low-carbon future.

Our Group and management team is headquartered on Collins Street in Melbourne, with operations primarily across Queensland, New South Wales, Victoria, Tasmania and the Northern Territory.

We also have an equity interest in ActewAGL (EvoEnergy) which operates in the Australian Capital Territory and United Energy which distributes energy across east and south-east Melbourne and the Mornington Peninsula.

## Our People

As at 31 December 2022 our Group was comprised of:



## About this Report

Our CY22 Sustainability Report details the activities, achievements and sustainability disclosures of the companies within the SGSPAA Group: Jemena and Zinfra.

The Group commenced sustainability reporting in CY2020 for CY2019, and endeavours, as best as practical, to issue its sustainability report by May each year. Queries in relation to the Group’s sustainability disclosures should be directed to [Corporate\\_Affairs@jemena.com.au](mailto:Corporate_Affairs@jemena.com.au).

Further information on the Group’s sustainability performance is available on the Group’s Sustainability Hub at [www.sustainability.jemena.com.au](http://www.sustainability.jemena.com.au).



# Delivering Energy Services and Products

## Assets and Supply Chain Overview

### Gas/Electricity

- 1 ActewAGL Distribution Partnership (50%)

### Gas

- 2 Atlas Gas Pipeline
- 3 Atlas Gas Processing Facility
- 4 Colongra Gas Transmission and Storage Pipeline
- 5 Darling Downs Pipelines
- 6 Eastern Gas Pipeline
- 7 Jemena Gas Network
- 8 Northern Gas Pipeline
- 9 Phillip Creek Compressor Station
- 10 Mount Isa Compressor Station
- 11 Queensland Gas Pipeline
- 12 Roma North Gas Processing Facility
- 13 VicHub

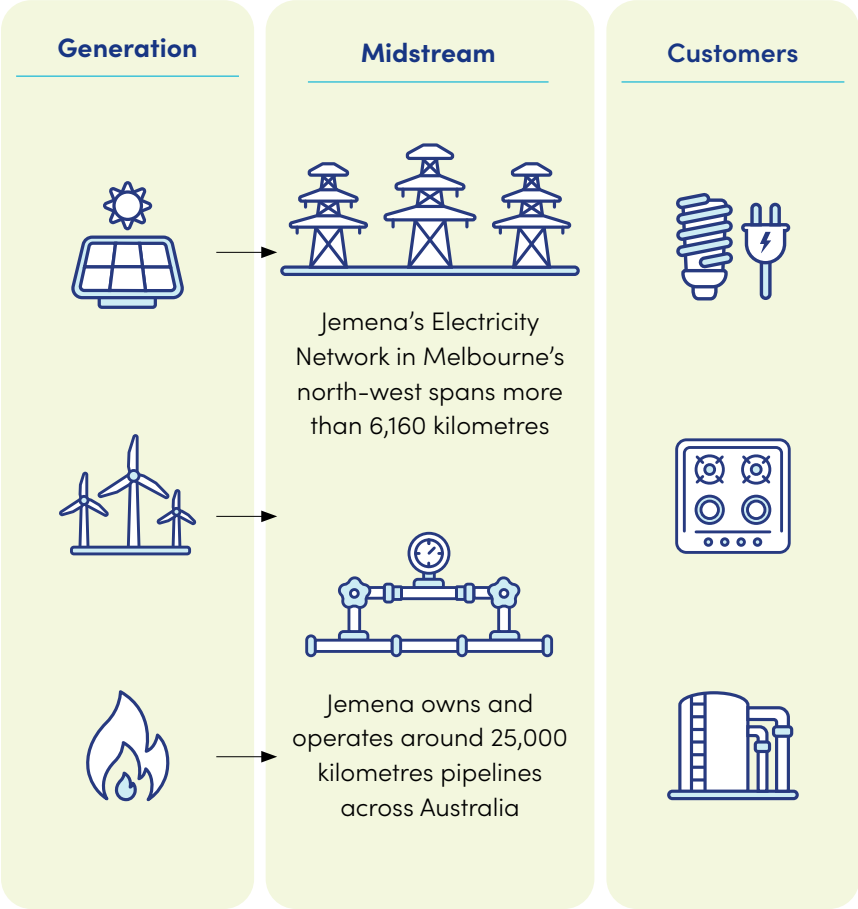
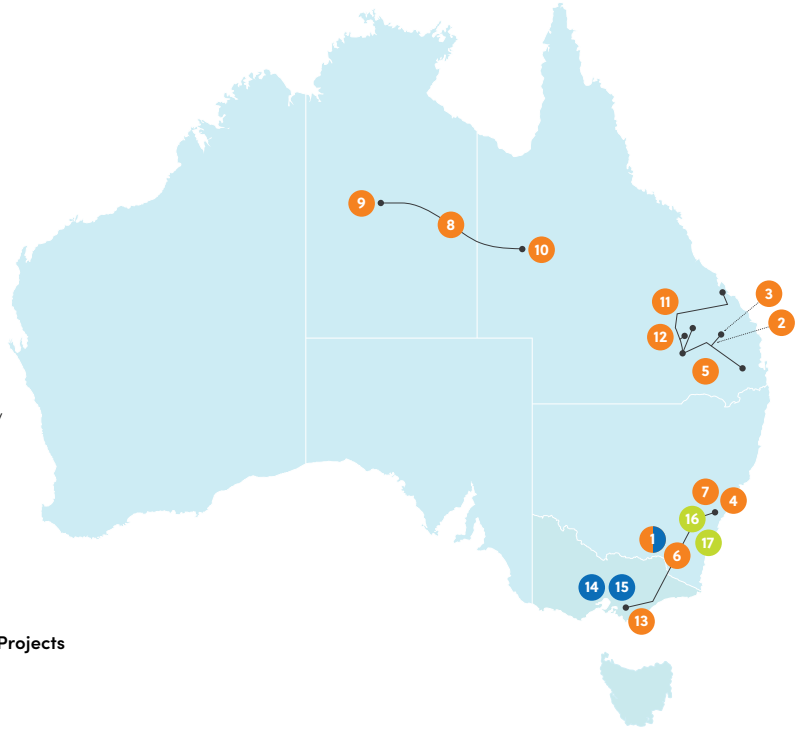
### Electricity

- 14 Regulated Electricity Network
- 15 United Energy Distribution (34% Group ownership)

### Renewable Gas Demonstration Projects

- 16 Western Sydney Green Hydrogen Hub
- 17 Malabar Biomethane project (under construction)

### Our Locations and Assets



**We own and operate more than \$12.4 billion worth of major utility infrastructure and deliver a range of engineering, project management, construction, operations and maintenance services, across Victoria, New South Wales, Queensland, the Australian Capital Territory, the Northern Territory and Tasmania.**

# Sustainability at our Group

## Our Sustainability Journey

As a major energy infrastructure and maintenance services Group we know we have an important role to play in not only delivering sustainable outcomes across our operations, but also in contributing to the transition to a low-carbon energy system. While environmental and climate outcomes are a crucial part of our sustainability approach, we recognise that sustainability is a broader concept which captures things like how we contribute to the communities where we operate, how we structure our operations, and how we ensure the safety and wellbeing of our people. Our sustainability journey formally commenced in 2019 with the release of our first sustainability report. In 2022 we released our inaugural *Group ESG Plan*. This plan brings together our sustainability efforts across the three dimensions of ESG (environment, social and governance) in a format that can be easily shared and evaluated. While it is an important next step, it builds on a solid foundation of ESG-related activity across our Group. At the same time we recognise our plan is iterative, with much work still to be done in order to deliver on our sustainability objectives.



Our Western Sydney Green Hydrogen Hub is one of our Renewable Gas demonstration projects, operating since November 2021

## Our Material Topics

Our material topics were defined following consultation with our key stakeholders, our people and our leadership team in late 2021. This process also included a review of our industry peers, where we considered our material topics in light of industry trends and best practice. The resulting material topics were reported against in our *CY21 Sustainability Report*. These same topics also informed the development of our *Group ESG Plan* noting the following changes:

Focus Area	Former Material Topic(s)	Changed to
<b>Environment</b>	Climate and Environment	Has been refined to encompass <b>Climate Change</b> and <b>Environment</b> to enable disclosure in relation to both our carbon emissions and steps we are taking to minimise our overall impact on the environment.
<b>Social</b>	Customers, Stronger Communities, and Safe and Inclusive Workplaces	Has been expanded to encompass <b>Our Customers</b> , <b>Our Community, Safety and Wellbeing</b> , and <b>Our People</b> .
<b>Governance</b>	-	We have incorporated <b>Governance</b> , composed of <b>Corporate Governance</b> and <b>Business Ethics</b> into our material topics. While previously reported on, these areas have been elevated to a material topic following internal consideration and an assessment of the material topics typical for businesses in our sector.

Our material topics form the basis for disclosures in this report. Our ambition is to review these in quarter four of 2023 seeking feedback from key stakeholders, our people, and our leadership as we did in 2021.

# Reporting our Sustainability Journey

## Disclosure Frameworks

Disclosures against our material topics have been made in line with the Global Reporting Initiative (GRI) Standards, particularly the GRI Sector Standard for the Oil and Gas Industry. As such, a GRI Index is available at the appendix of this report as well as on our Sustainability Hub. While we have sought to align with the GRI Standards, where information is unavailable or not relevant to our operations this has been omitted.

In addition, we have sought to demonstrate how our activities are contributing to the United Nations Sustainable Development Goals where relevant.

## Launching Our Sustainability Hub

We have recently launched our Sustainability Hub (available at [www.sustainability.jemena.com.au](http://www.sustainability.jemena.com.au) and [www.sustainability.zinfra.com.au](http://www.sustainability.zinfra.com.au)) to provide our stakeholders and customers with up-to-date information about our Group's sustainability efforts. The Hub also includes a data centre which provides further information on our Group's sustainability performance.



## Other Disclosures

Our Group prepares a range of disclosures each year to provide our stakeholders with an overview of our performance and activities for the preceding year. These include:

- **Financial Statements:** detailing the Group's financial performance for the previous financial year (note the Group's financial year follows the calendar year).
- **Modern Slavery Statement:** detailing steps we have taken to address the risk of modern slavery across our supply chains
- **Energy Charter Disclosures:** disclosing the Group's activities to enhance customer-outcomes in-line with the Energy Charter Principles.

These disclosures are available at:

<https://jemena.com.au/about/investors/annual-reports>

Our Group is also developing a pathway towards full disclosure against the Task Force for Climate-Related Financial Disclosures (TCFD) Framework, taking into account the effect of a range of climate and decarbonisation scenarios on our operations and business. Relevant information relating to governance and risk management will start to be included on our new online Sustainability Hub from 2023, with increased maturity in reporting in the following year.

## Relevant United Nations Sustainable Development Goals



# Supporting the Energy Transition

Our Group is committed to supporting the smooth transition to a low-carbon future without compromising system reliability or placing unnecessary upward pressure on customer energy bills in the long term.

We believe that the best way to keep costs down for future energy consumers is to develop a range of renewable fuel types which utilise both our electricity and gas networks.

In the short, medium and long term this hybrid model is the best insurance we have against threats to system resilience such as weather events or instances when solar, wind and other generation technologies are unavailable.

To deliver the hybrid model we must establish a Renewable Gas sector by supporting the development of biomethane and green hydrogen (produced using renewable electricity) to complement our renewable electricity sector.

Our Group is supporting this transformation through:



## Renewable Gas Projects

We're supporting the development of a Renewable Gas sector through our industry leading renewable gas demonstration projects: the Malabar Biomethane Injection Project and the Western Sydney Green Hydrogen Hub.



## Supporting the Grid of the Future

We're evolving our energy grid to support the two-way flow of energy as customers continue to adopt rooftop generation technology and increasingly opt for electric and hydrogen vehicles to replace the current liquid fuel fleet.



## Building the Energy System of the Future

Working across Victoria, New South Wales, Queensland and Tasmania, we deliver maintenance services to electricity transmission and distribution businesses, as well as helping to construct some of the country's most innovative energy projects.

## Progress Towards a Renewable Gas Sector

### Building Australia's First Biomethane-to-Gas-Injection Project

Biomethane is a here and now technology which has the potential to help lower carbon emissions while establishing a circular economy, creating jobs, and repurposing waste. We commenced construction of our biomethane-to-gas-injection demonstration project in mid-2022. Our project draws on a wealth of research into the application of biomethane internationally, with a view to understanding how it can be adapted for local conditions. At the time of writing, operations are planned to start by June 2023.

The \$18.6 million project has been co-funded by ARENA and is being produced in partnership with Sydney Water.

Throughout 2022 Zinfra was engaged to oversee project management, engineering, procurement and construction, and Brisbane-based company Eneraque Pty Ltd was appointed to fabricate an upgrader package for the project. The upgrader will remove water, carbon dioxide, other gases and contaminants from wastewater to produce biomethane which can then be injected into the gas network.

The project will have an initial capacity of 95 terajoules (TJs) of gas per year. To give a sense of scale, that is equivalent to the volume required to meet the needs of approximately 6,300 homes. The project could scale up to 200TJs per annum which is enough gas to meet the needs of 13,300 homes.

According to the Australian Government's Bioenergy Roadmap, released in November 2021, by the start of the next decade, the bioenergy sector could contribute around \$10 billion in extra GDP per annum, enhance fuel security, reduce emissions by about 9 per cent, and divert an extra 6 per cent of waste from landfill.



Construction of Australia's first biomethane-to-gas-injection project advanced in 2022

## Producing Renewably Generated Hydrogen

Our hydrogen demonstration project, the Western Sydney Green Hydrogen Hub commenced operation in late 2021 as a 'living laboratory' designed to test and understand the technical and engineering challenges associated with producing and blending renewably generated hydrogen into Jemena's New South Wales Gas Distribution Network.

The hub includes a 500kW PEM electrolyser package, a buffer storage pipeline, a hydrogen injection panel, and power generation equipment (including a microturbine that will be run on 100% hydrogen) to test the production of electricity (G2P technology).

Hydrogen at the hub has been produced using renewable electricity (purchased through a Power Purchase agreement with Origin Energy). Throughout 2022 the hub has been producing and blending (around 1-2 per cent) hydrogen gas into our natural gas network, while also offering important insights into how hydrogen production can potentially be scaled up.

The \$15 million project, located in Western Sydney, has received co-funding from the Australian Renewable Energy Agency (ARENA), and will run for a five-year period.





## Supporting the Grid of the Future

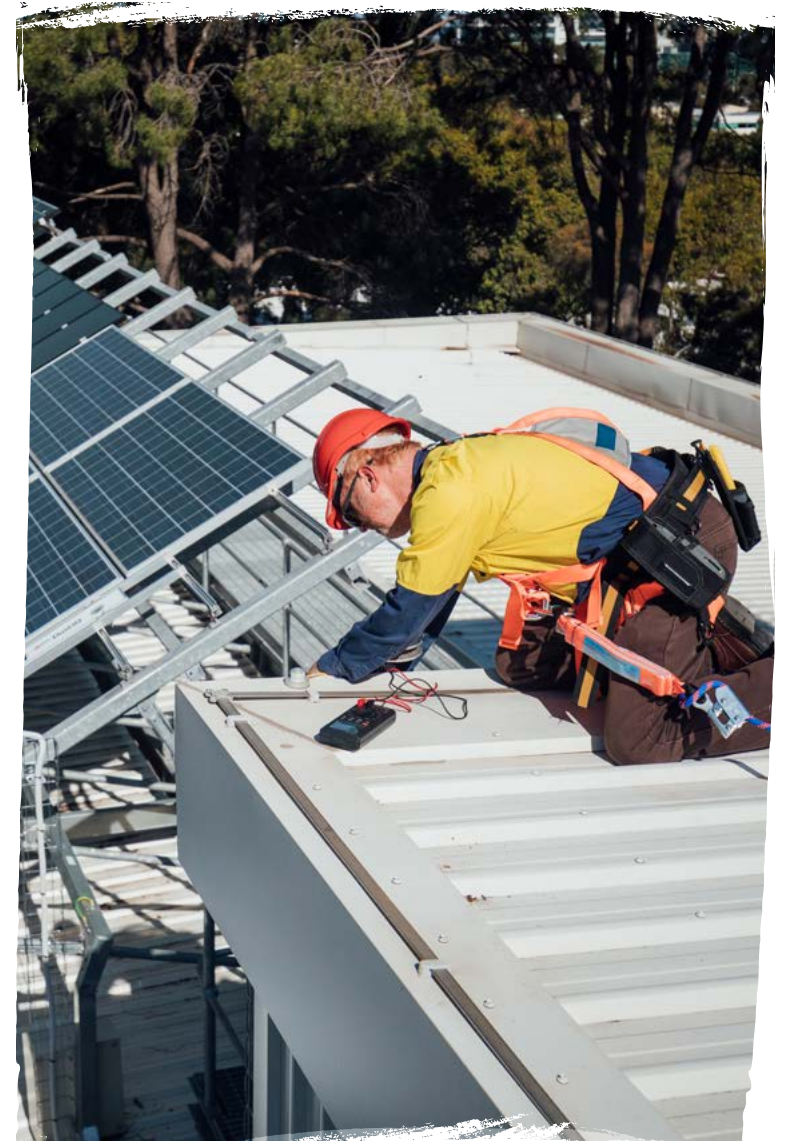
We know that developments like the greater uptake of electric vehicles (EVs) and the development of community and small-scale battery technology are changing how our customers use and access the electricity grid. With more than 4,100 new rooftop solar connections made across our Victorian electricity network in 2022, we also know that our customers are increasingly looking to export the excess energy they generate to the electricity grid. These changes in consumer behaviour and the two-way flow of energy will shape how we manage and operate our part of the electricity grid in the future. Reflecting this, we are conducting a number of trials to test how our network will respond to this new technology. In 2021 we developed and delivered our Solar Friendly Neighbourhoods Trial which explored how our electricity infrastructure can support the growth in solar power and other new technologies.

In 2022 we partnered with ARENA and other electricity distribution businesses across Victoria, the ACT, and Tasmania to launch the EV Grid: Enabling Electric Vehicle Friendly Networks and Neighbourhoods trial. The trial saw over 170 EV owners install a smart charging device at their home. The device reduced the time taken to charge an EV from three hours to one, and enabled Jemena's Control Room to dynamically adjust when the vehicle was charged to times when the grid has more capacity, such as between midnight and 6:00am.

The learnings from the EV Grid trial will be shared with electricity retailers, EV manufacturers, universities, government and other industry stakeholders. More information about this trial is on page 33.

## Building the Energy System of the Future

Forecasting from the Australian Energy Market Operator (AEMO) shows that in order to reduce emissions by 43 per cent from 2005 levels by 2030, we will need to construct more than 10,000 km of new electricity transmission lines, while increasing nine-fold the amount of available electricity generation. At the same time, the resilience of the energy system continues to be tested, with natural disasters such as flooding and fires leading to widespread unplanned electricity outages. Through Zinfra we are helping to construct the energy system of the future, while providing crucial maintenance services to shore up system reliability today.



## Building the Backbone of the National Electricity Market (NEM)

Transmission infrastructure is often referred to as the backbone of the NEM as it allows energy to be transported over great distances from where it is produced to where it is used. In 2022 Zinfra partnered with some of the country's leading energy infrastructure companies to help deliver major transmission projects including the Queensland – New South Wales interconnector and infrastructure for the Stockyard Hill Windfarm in Victoria.

### IN FOCUS:



### Upgrading the Queensland – New South Wales (QNI) Interconnector

The QNI is the major interconnector between Queensland and New South Wales. In 2019 the interconnector's owner, Transgrid, embarked on a \$236 million project to upgrade the QNI in order to boost interstate transmission capacity. The project involved upgrading 300 km of transmission lines and replacing 58 towers between Liddell Power Station, Muswellbrook, and Tamworth substations.

Zinfra partnered with Transgrid early in the project's development and was tasked with upgrade activities around the Armidale substation (in regional New South Wales). Zinfra's work included the construction, testing and commissioning of four new 330kV capacitor banks, the decommissioning of the structures the project was replacing, and the replacement of the existing 330kV shunt reactor. Zinfra adopted an innovative approach to ensure the project minimised outages, while also helping ensure the project met its stated timeframe.

The QNI upgrade project will improve the efficiency with which energy is transported between New South Wales and Queensland, reduce constraints on the New South Wales transmission network, and enable greater integration of renewable generation into the NEM in the future.

In June 2022 Transgrid announced that the project was delivered on schedule and on budget.

### IN FOCUS:



### Delivering Transmission Operations and Maintenance Services in Victoria

While major transmission projects are helping to prepare the National Electricity Market (the NEM) for an increase in renewable generation, reliable electricity also plays a crucial role in delivering other sustainability outcomes; it supports our economy, underpins millions of jobs across the country, and helps produce the goods and services we rely on each day.

In 2022 Zinfra's Transmission Operations and Maintenance Services team (TOMSA) was selected by Goldwind Australia to deliver maintenance services in support of electricity transmission infrastructure and an auxiliary plant at the four collector substations at the Stockyard Hill Windfarm in western Victoria.

2022 also saw Zinfra renew its partnership with United Energy to deliver operations and maintenance services across the United Energy network – which distributes electricity to more than 700,000 customers across east and south east Melbourne and the Mornington Peninsula. The renewal comes after Zinfra completed a four-year contract with United Energy, and will see Zinfra respond to network faults, conduct regular maintenance of United Energy's overhead and underground electricity networks, and connect new customers to United Energy's electricity network.

These new partnerships complement Zinfra's existing work on the Jemena Electricity Network and on AusNet Services' electricity network (which delivers electricity to over 800,000 homes and businesses across parts of Melbourne and regional Victoria).

# Climate Change

Our Group is seeking to address our own carbon footprint while developing new and existing technologies to help lay the foundations for a low-carbon future

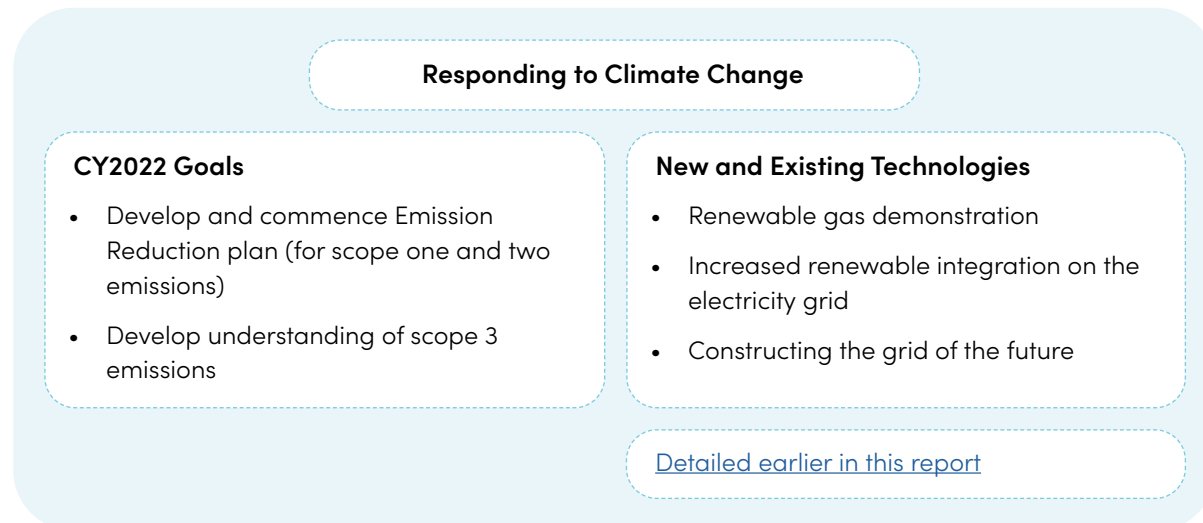


# Our View

The risks associated with climate change are well documented and we are supportive of international commitments to limit global warming to below two degrees compared to pre-industrial levels. We also recognise that the energy sector is uniquely placed to contribute to carbon reduction efforts as it adopts existing, new and breakthrough technologies which are not reliant on fossil fuels as a feedstock. At the same time, we know that the transition to a low-carbon future must balance competing demands at a local, national and international level in order to support communities, hard-to-abate sectors and the most vulnerable members of our community through the energy transition.

## What are we doing?

These issues are complex and we know they cannot be solved in isolation from one another. We also believe as an integrated energy infrastructure company with both electricity and gas assets we are well-placed to help contribute to the energy transition while retaining system reliability and affordability. Our response then seeks to address our own carbon footprint, while developing new and existing technologies to help lay the foundations for a low-carbon future:



We will keep adapting to the evolving future as we head towards



by 2050, delivering a mix of fuels and services safely, reliably and affordably

# Our Emissions Reduction Roadmap

## Setting our Interim Emissions Reduction Targets

In March 2021 we announced our ambition to achieve net-zero (scope 1 and 2) emissions by 2050. We are developing our approach to align with Commonwealth Government reforms to strengthen the Safeguard Mechanism. These will require Australia's largest greenhouse gas emitters to keep their net emissions below an emissions baseline. As these will apply to our Group, once we are closer to the legislation coming into effect on 1 July 2023, we anticipate being in a position to provide more detailed information about our emissions reduction targets and how they will be delivered, consistent with the strategies outlined in our Emissions Reduction Roadmap.

## Approaching Emissions Reduction

In 2022 we commenced planning to determine the key elements of our Emission Reduction Plan to reduce our scope one and two emissions in keeping with our emissions reduction targets. The plan centres on activity in four key strategic areas, which will be developed further in 2023 for implementation from 2024.

- **Avoid:**  
As part of our major investment processes we will consider the economic options to avoid or minimise carbon emissions.
- **Reduce:**  
We will continually evaluate our operations and business practices to identify opportunities to reduce our carbon footprint.

Reduce waste	Reduce usage
<ul style="list-style-type: none"> <li>• Reduce gas leakage</li> <li>• Reduce gas venting and flaring</li> </ul>	<ul style="list-style-type: none"> <li>• Reduce gas usage</li> <li>• Reduce electricity usage</li> </ul>

- **Replace:**  
We will address the carbon intensity of our operations by introducing low-carbon, carbon-neutral, and carbon free technology across our Group.

Decarbonise energy consumption	Transport renewable energy
<ul style="list-style-type: none"> <li>• Electrify gas system usage</li> <li>• Shift to renewable electricity</li> </ul>	<ul style="list-style-type: none"> <li>• Shift to renewable gas usage</li> </ul>

- **Offset:**  
Where required, we will utilise carbon credits and offsets to achieve our carbon reduction targets.

## Emissions Reduction Pathway

Our Emissions Reduction Roadmap outlines key actions and activities we will undertake in keeping with our emissions reduction targets. In CY2023 we anticipate commencing or building on work in the following areas:

- Further enhancing efforts to reduce emissions across our portfolio of assets
- Embedding our vehicle and property strategies across additional work sites
- Connecting our sustainability performance with Group incentives
- Refining sustainability KPI reporting to influence decision making
- Embedding ESG based risk management, strategic planning, and governance

We will continue to assess and develop additional initiatives and drive business decision making to achieve our 2050 net zero ambition.

## Greenhouse Gas Emissions and Energy Used\*

### Greenhouse Gas Emissions (Scope 1)

766,319.1 tCO<sub>2</sub>e

### Greenhouse Gas Emissions (Scope 2)

173,694.2 tCO<sub>2</sub>e

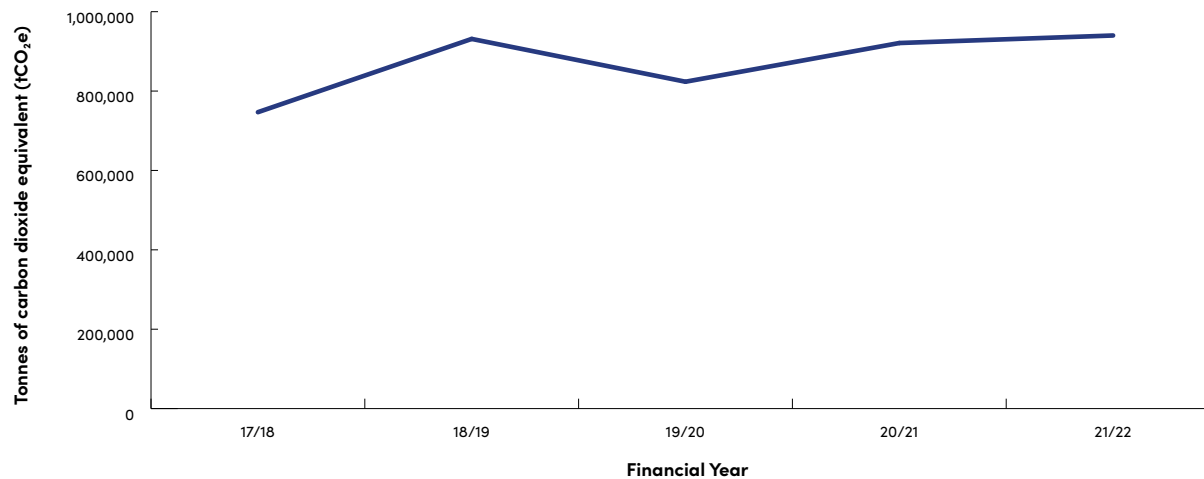
### Energy Intensity

1.8 tCO<sub>2</sub>e/TJ is the energy intensity of the organisation

### Energy Consumption within the Organisation

7,965,059.79 GJ

## Total Greenhouse Gas Emissions from Group Operations (Scope 1 and 2)



**Notes:** The increase in emissions during FY18/19 reporting period coincided with the commissioning of the Northern Gas Pipeline.

In FY20/21, the Clean Energy Regulator increased the emissions factor of methane used for calculating fugitive emissions. There was also increased fuel gas throughput across the Eastern Gas Pipeline, Darling Downs Pipeline and Roma North facilities.

In FY21/22, there was increased fuel gas throughput across the Eastern Gas Pipeline and Darling Downs Pipeline.

Please see our Sustainability Hub at [www.sustainability.jemena.com.au](http://www.sustainability.jemena.com.au) and [www.sustainability.zinfra.com.au](http://www.sustainability.zinfra.com.au) for more detailed environment and climate change data.



\*Under the *National Greenhouse and Energy Reporting (NGER) Act 2007* we report annually on our energy use and emissions to the Clean Energy Regulator – this report is available on request.

# Environmental Footprint

We're taking steps to minimise our impact on the environment while also exploring how we can enhance environmental outcomes across our supply chain



## Our View

While carbon reduction efforts are a key part of our ESG Plan, we take a holistic approach to sustainability and believe we have a responsibility to deliver positive ecological outcomes in a range of areas in keeping with our *We Care* value.

We also recognise - as an integrated energy company operating across multiple Australian states and territories (and often in remote parts of the country) - that through our policies and actions we can positively influence the ecological footprint of others across our supply chain.

## What are we doing?

Our approach to environmental management operates at a macro and a micro level. At a macro level our ESG plan sets out the activities we will undertake across our Group to minimise our ecological footprint. At a micro or an individual project level we work to understand and mitigate the potential impact of our operations on local flora and fauna while preserving the cultural value of the environments where we operate.





## Our Group ESG Plan – Minimising our Environmental Footprint

Our Group ESG Plan sets out how we will drive positive ecological outcomes across our operations over 2022–2025. Key milestones include:

Milestone	Detail	Status
<b>Waste Footprint Baseline</b>	Identify the drivers of waste and establish a waste footprint baseline to evaluate future performance against. Currently 37 per cent of waste is diverted from landfill.	Delivered, 2022
<b>Waste Management</b>	In 2023 we plan to develop and deliver our new Waste Management Plan to actively reduce waste sent to landfill. Throughout 2023 we also plan to tender for waste management services which support waste redirection and improved reporting capability.	Ongoing
<b>Sustainable Property Management</b>	Improve the energy efficiency of our operational sites to deliver sustainable property management. In 2022 the Group improved the energy efficiency of its properties through solar generation, the purchase and use of energy efficient appliances, and by purchasing renewable energy. In 2023 we will continue to explore how we can enhance the sustainability of our sites as part of our refreshed Property Asset Management Plan.	Ongoing
<b>Circular Procurement</b>	In 2023 we plan to develop and execute a revised Group Procurement plan that incorporates our ESG strategy. Our revised procurement strategy will also focus on delivering sustainability and social outcomes throughout the procurement lifecycle and across our supply chain. The revised strategy will complement our annual Modern Slavery disclosures which are available on the Jemena and Zinfra websites respectively.	Ongoing

Waste Management		
Waste Generated	Waste Diverted from Disposal	Waste Directed to Disposal
7,822.43 tonnes	2,928.97 tonnes	4,893.46 tonnes

## Delivering Projects

As a major energy infrastructure company our Group leads the planning, development and operation of key energy projects and assets across the country. While these projects and assets play an important role in supporting ongoing system reliability and the transition to a low-carbon future, we also recognise the potential risk they pose to local flora, fauna and cultural sites.

In response we have developed Environmental Management System (EMS) which operates across the life-cycle of our major projects - from project initiation to ongoing operation and (where relevant) retirement. This EMS is guided by ISO 14001:2015 Environmental Management Systems (EMS) Australia / New Zealand (of which our Group has certification) which provides a framework for effective environmental management. Our EMS incorporates:

- **Construction Environmental Management Plans:**  
For significant projects, a Construction Environmental Management Plan is developed. The plan provides a transparent framework to manage the environmental aspects of a project, meet statutory requirements, protect environmental values, and sustain stakeholder confidence. Our Construction Environmental Management Plans are supported by sub-plans relevant to the construction phase of the project. These plans outline how key environmental issues such as (but not limited to) erosion and sediment control, noise and vibration management, air quality, heritage management and traffic management will be managed.  
  
Our Construction Environmental Management Plans are developed in concert with key stakeholders, local community groups, and any impacted residents. The plans also enable the Group to meet its requirements under relevant environmental legislation.  
  
Third-party contractors are required to undertake work in accordance with the Construction Environmental Management Plan which is developed for each project.
- **Operational Environmental Management Plans:**  
Once a project has been commissioned management of its ongoing potential impact on the environment is set by an Operational Environmental Management Plan (OEMP). An OEMP details the environmental objectives, targets, management structures and contractor requirements to be adhered to throughout the operational life of an asset. Each OEMP is tailored to the specific operational context of an asset as well as any relevant legislative requirements, while also setting a compliance regime and environmental training standards for employees. Each OEMP is tailored to the specific operational context of an asset as well as any relevant legislative requirements, while also setting a compliance regime and environmental training standards for employees.
- **Rehabilitation Management Plans:**  
Where an asset or site is no longer operational we will develop a Rehabilitation Management Plan to effectively retire the site and make it available for alternative purposes. Our Group most recently remediated a number of former gas works across regional New South Wales. For more information [visit the Jemena website](#).

**SPOTLIGHT ON:**



## Western Sydney Green Hydrogen Hub Wins Two Key Asset Management Awards

We're thrilled to have received a number of awards throughout 2022 in recognition of our Group's approach to environmental and ecological management.

From the Asset Management Council, our Western Sydney Green Hydrogen Hub demonstration project received the prestigious Asset Management Innovation Award. Held annually, the awards program recognises organisations which have demonstrated excellence in asset management, have a culture of continuous improvement, and carefully plan for and manage environmental issues throughout an asset's life.

Jemena's submission into the awards highlighted the regulatory, design, construction, commissioning and integration challenges the project faced while outlining how these and other risks such as gaps in existing control systems, training, and safety were identified and mitigated. Key to this work, and the award win, was the project's Environmental Management and Stakeholder Management Plans which were developed in concert with key stakeholders.

In 2022 the Group also received two awards from the Keep Australian Beautiful Council (NSW). The first, the Sustainable Cities award, was again given in recognition of our work developing and delivering the Western Sydney Green Hydrogen Hub, while our remediation of a formally contaminated gasworks site in Kendall Bay took out the National Project of the Year and the Sustainability Award from the Council.

The Kendall Bay Remediation Project used a world-first approach to address the impact of the historical operations of the former Mortlake Gasworks - once the largest gasworks in the Southern Hemisphere - on the marine environment, while minimising the impact to local residents, flora, and fauna throughout the remediation period.

These fantastic achievements reflect not only our Group's skill in the delivery of complex asset projects, but also our Group's *Think Like A Customer* and *We Care* values.



Group team members Veronica Wieckowski and Catherine Stokes accepting the award in Canberra

# Customers and Stakeholders

Our customers rely on us to provide affordable, safe and reliable energy services 24/7, and increasingly, to help guide them through the energy transition. Our Customer Strategy outlines how we are responding to these needs while also working to achieve our vision of becoming a leading customer service organisation.



**Jemena**  
bringing energy to life

**Zinfra**  
Your trusted partner  
in energy

**Safety**

In 2022, we introduced digital meters to our gas network

## Customer and Stakeholder Overview

### Gas Distribution

	Total customers	Volume per year (PJs)
<b>Residential</b>		
Non-business home-owners or tenants using gas mainly for heating, hot water and cooking	1,468,714	29.1
<b>Commercial</b>		
Small business and commercial properties using gas for space heating (offices, shopping centres) water heating and commercial cooking	36,029	12.2
<b>Industrial</b>		
Mainly representing chemical production, manufacturing and electricity generation	386	51.7
<b>Total</b>	<b>1,505,129</b>	<b>93.0</b>

### Electricity Distribution

	Total customers	Volume per year (GWh)
<b>Residential</b>		
Non-business home-owners or tenants using electricity mainly for heating and cooling, appliances and lighting	342,606	1,450.0
<b>Small Business</b>		
Small business and commercial properties using electricity for heating, cooling, lighting and operation of their equipment	28,756	637.7
<b>Large Business</b>		
Mainly representing manufacturing, large infrastructure facilities and data centres	1,481	2,187.0
<b>Total</b>	<b>372,843</b>	<b>4,274.7</b>

## Gas Transmission Services

	Total direct / business customers	Volume per year (TJs)
<b>Retailers</b> Aggregate demand from millions of households and businesses	12*	110 PJ
<b>Industrial Users</b> Use gas as a feedstock because of its chemical properties or because it can cheaply and rapidly heat to very high temperatures required for many industries	14	57 PJ
<b>LNG Exporter</b> The newest market segment, LNG exporters developed their businesses rapidly from 2012, resulting in one of the world's largest LNG export industries	1	149 PJ
<b>Producers</b> Seek a route to market for their product	8	91 PJ
<b>Brokers</b> Assist third parties in managing their gas supply, demand and trading requirements	2	4 PJ
<b>Generators</b> Gas is used to generate electricity in all states in Australia to meet peak demand, provide baseload power, and deliver system strength and security	2*	224 PJ
<b>Total</b>	<b>39</b>	<b>635 PJ</b>

\*Note: For EGP and DDP we have listed one customer twice as they fall under the GPG and retailer types.

## Services and Projects (Zinfra)

**Key clients include:** AusNet, Energy Queensland, Evoenergy, Jemena, Palisade, Powerlink, TasNetworks, Transgrid and United Energy

# Our View

We know our customers depend on us to deliver energy services 24 hours a day, seven days a week, safely, affordably and reliably. We also know that our customers are increasingly relying on us to help guide them through the energy transition. Our Customer Strategy outlines how we are responding to these needs while also working to achieve our vision of becoming a leading customer service organisation. The strategy focuses on improving our customers' experience in the following areas:



## Our Customer Accountability Charter

Launched in May 2022, our *Customer Accountability Charter* outlines how our people will interact with our customers in keeping with our customer satisfaction objective of:

### Understanding our customers to serve them better every day.

Underpinning the Charter are eight key principles:

- ✓ I'm honest and transparent
- ✓ I collaborate to solve problems
- ✓ I hold myself accountable
- ✓ I see everyone having a role to play in customer service
- ✓ I communicate effectively
- ✓ I use a warm transfer method
- ✓ I listen and follow up
- ✓ I think about the customer

A 'Champions' network has supported embedding the Charter across the Group and a Customer Accountability Monthly Recognition Award recognises the efforts of those going above and beyond to ensure customer satisfaction and to share learnings and encourage best practice.

IN FOCUS:



### Improved Solar Reliability Benefits Customers and the Network



We have improved the reliability of solar power on our electricity network by 60 per cent, achieving the momentous goal 12 months ahead of schedule through an optimisation program aimed at ensuring the network is equipped to host additional solar energy with no impact to the power supply customers rely on each day.

Solar reliability is a measure of the average amount of time the voltage at a customer's premises is at a level where it would curtail a solar inverter's output and thereby limit the customer from exporting energy back to the network. The benefits of improved solar reliability for customers are clear; customers earn additional revenue from solar by being able to generate and export energy back to the grid. As solar reliability has improved across our network we've also seen customer complaints related to inverter performance decrease by over 50 per cent.

With solar panel capacity on the Jemena Electricity Network expected to double over the next five years, our focus will continue to be on maintaining solar reliability into the future, while also addressing how to best stabilise the grid.



## IN FOCUS:



### EV Grid: Enabling Electric Vehicle Friendly Networks and Neighbourhoods

Electric Vehicle (EV) drivers in Victoria, Tasmania, and the ACT are participating in a \$3.4 million 'smart charger' trial looking at how fast-charging technology in their homes can help manage demand placed on the electricity grid by EVs charging during peak times.

Led by Jemena in partnership with AusNet, United Energy, TasNetworks and Evoenergy, together with charging infrastructure company JET Charge, the 12-month EV Grid trial has been co-funded by the Australian Renewable Energy Agency. As part of the trial, which commenced in March 2022, 'smart chargers' were installed at the homes of more than 160 EV owners in Victoria, Tasmania, and the ACT.

These smart chargers not only charge EVs up to three times faster than the chargers that usually come with a vehicle, but also allow electricity network operators to dynamically adjust when a vehicle charges. This means participants' EVs can be plugged in when it's convenient, but charged at times when the electricity grid has more capacity, whether that's after midnight, or during the day when excess solar energy is being fed back into the grid – ideally leading to lower electricity bills for all consumers.

Through the trial, participants have more visibility of their EV charging data, and are able to charge their cars faster. And electricity network operators are gaining a better understanding of how to work with EV owners to manage increasing demand on the grid.

## SPOTLIGHT ON:



### Using Technology to Enhance our Call-Centre Experience

The start of 2022 saw us implement voice-led technology across our call centres in a bid to enhance our customers' experience when they call us.

Now when a customer calls us the voice-led phone system uses the customer's phone number to provide the customer with updates and information specific to their property based on network conditions and information we already have. The system is also able to prioritise and redirect customer calls to the relevant part of the business based on an analysis of the customer's phone number and network conditions in the area.

As a result of these changes around 44 per cent of customer calls are being resolved by this technology, meaning shorter wait times for those customers who have a complex enquiry which requires the assistance of one of our people.



The technology has also helped decrease average call times by about 30 seconds with the new voice-led telephone system providing our people with information about who is calling, relevant real time outage information, as well as information about any service orders and connection orders which the customer may have with us.

## SPOTLIGHT ON:



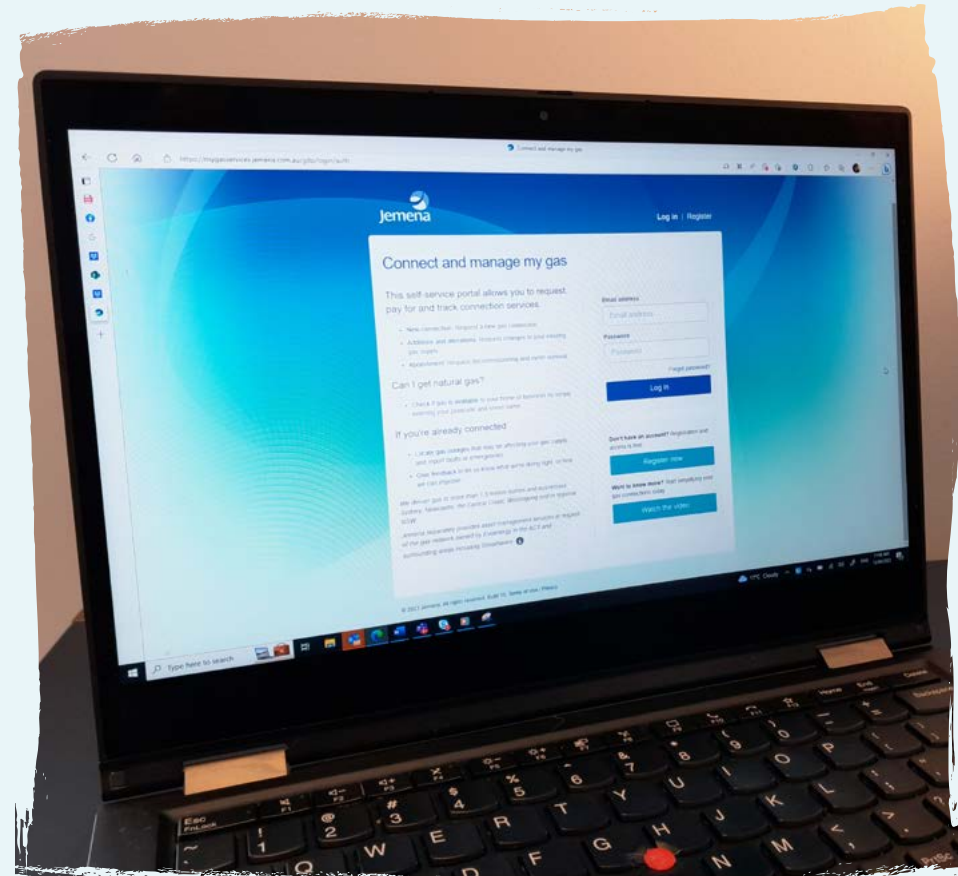
### Our End-to-End Digital Initiatives Program

In 2022 we continued to explore how technology could be used to enhance our customers' experience through our End-to-End Digital Initiatives (E2E) program. The program sought to identify and address pain points in our processes in order to streamline our customers' experience. Since its inception the E2E program has:

- enhanced our Group's Management Operating Systems which has led to improvements in the way work is planned, scheduled, and dispatched to our electricity and gas field crews, resulting in increased productivity and better overall outcomes for our customers
- introduced tools and dashboards leading to stronger and quicker data-driven decision-making.

In July 2022 we also commenced building our Customer Experience (CX) Uplift Project, which will focus on enhancing existing technology, introducing new core technology and changing processes and systems to provide a better experience for all of our customers.

2022 also saw us further implement a new digital portal for our New South Wales gas customers. The new digital portal, which was launched in late 2021, allows customers and applicants – such as builders, developers and plumbers – to upload any required documentation, anytime and anywhere. The portal also generates SMS notification emails to keep our customers informed about the status of their application, including details on scheduled connection dates, reminders and information on when work has been completed.



**SPOTLIGHT ON:**



## Introducing Digital Meters to our Gas Network



As part of our approach to using technology to enhance our customers' experience, a new trial to test digital metering technology has seen around 1,000 digital gas meters installed in homes across our New South Wales gas distribution network.

Similar to smart meters, which are used to measure a customer's electricity use, digital gas meters have the potential in the future to give customers increased visibility of their gas use, while also alleviating the issues associated with estimated bills (which can happen when traditional gas meters cannot be accessed to measure a customer's gas use).

While still in its testing phase, we hope the trial will help us plan for the future of our gas network, while empowering our customers to make informed choices about how they utilise their gas service.

**SPOTLIGHT ON:**



## Digitising our Zinfra Field Crew Response

In 2022, an improved digital Work Management System was implemented for our Zinfra field crew working on the Jemena Electricity Network and United Energy Network in Victoria. Before it was implemented, more than 14,000 annual service orders were manually processed, which required the work order to be downloaded and printed for dispatch to our field crew. Once in the field, crews were then required to manually complete work orders, which often resulted in duplication and data errors. With the introduction of the new system, our field crew can now access:

- a simple scheduling platform which enables jobs to be instantly rescheduled, supplementary works to be seamlessly added to a work order, real-time status updates to be accessed, and work orders to be remotely scheduled and dispatched
- customisable dashboards which provide field crew with real-time performance levels as well as the ability to capture information at discrete activity levels to enhance reporting and reduce revenue leakage
- simple, integrated online forms allowing for the onsite capture of photos, signatures, and records against individual work orders. All information is entirely digitised and can be bulk uploaded into SAP for compliance.

Additional benefits include a real-time map view of job locations, instant availability of job schedules for field crews, enhanced performance and customer reporting, and reduced administration by up to four hours a day.

Feedback from users has been extremely positive, and there is scope to further optimise processes and extend the system across other parts of our business in the future.

# Outage, Incident, and Emergency Management

While we are proud of our high reliability standards, there are times when electricity and gas supplies to our customers are interrupted. When an interruption to supply is planned, it is communicated in advance to our customers and is usually necessary to facilitate critical maintenance work. When an outage is unplanned, our incident, emergency, and crisis management plans and structures help us to resolve the issue as safely and as quickly as possible.

In 2022, we resolved 766 unplanned outages across our electricity network in an average time of 61 minutes, an improvement of 3 minutes from 2021 levels (excluding exclusion events)\* and our gas network reported a reliability score of 99.97 per cent.



\* Unplanned outages are supply interruptions of more than 3 minutes where the total count excludes premise outages. 2022 has excluded two consecutive events on 25 May caused by a third party resulting in the total loss of supply to four Jemena zone substations including Melbourne Airport.

## Incident Emergency and Crisis Management Plans and Structures

Jemena and Zinfra's approach to emergency management is established under the Group's Business Resilience Framework. The framework formalises the linkages between policies, organisational structures, and crisis and emergency management systems and plans that must be maintained in a state of readiness for effective deployment and activation. Our programs set the minimum training and exercise requirements to meet this goal.

The Group's Crisis and Emergency Management system supports a comprehensive approach that provides readiness, preparation, response, and recovery for an event that can potentially impact or threaten **People**, the **Environment**, our **Assets**, **Reputation**, or **Livelihood** (PEARL). Our plans and structures adhere to the principles and concepts detailed in the Australian Inter-service Incident Management System (AIIMS) doctrine.

Our Emergency Management Plans build the capability of our people so they are prepared to respond to all hazards associated with our operating areas and infrastructure. The plans provide guidance on how we will:

- respond to an emergency
- communicate with our customers, community and stakeholders
- minimise danger and ensure the safety of all people involved
- preserve records and equipment for any subsequent inquiries into the causes and circumstances of an emergency
- minimise damage to the environment, animals and property.

**SPOTLIGHT ON:**



## Working with our Customers in Challenging Circumstances

From around 8:00pm on 2 November 2022, the phones of key Jemena and Zinfra staff across the business started ringing, as our emergency and crisis management processes were put to the test.

Gas pipeline owner APA's Lithgow-Young gas pipeline (which connects into Jemena's gas distribution network in the NSW central tablelands) had ruptured near the Macquarie River south of Bathurst, leaving more than 20,000 of our customers in Bathurst, Lithgow, Oberon and Wallerawang with either a very limited gas supply that would soon run out, or none at all.

This was the start of a busy and challenging 21 days for team members right across our Group, who were focused on restoring gas to local communities as quickly and safely as possible.

Due to the location of the problem on the pipeline, it was possible to restore gas to all customers in Bathurst in about a week. However, given the significant flooding in the region – which was determined to be the cause of the pipeline damage – it was not possible to access the site for repairs. It initially looked like our customers in Lithgow, Oberon and Wallerawang would be without gas for several weeks more. This meant some innovative solutions to restore a temporary gas supply were needed.

Our engineering and technical experts worked with their counterparts at APA, and with energy sector contacts across the country, to establish innovative temporary solutions to gas supply for critical services, such as bringing in gas tankers from interstate, and supporting the connection of a temporary pipeline capable of returning supply to the region ahead of permanent repairs.

Our gas service technicians worked with local emergency services workers and council workers to ensure every premises had been made safe – and again to restore gas to each individual premises once supply was available.



**As part of the emergency response daily stand-up meetings were held for field crews and local emergency services teams, who assisted in the gas shut off and restoration works.**

Our control room staff supported our emergency management teams and other experienced senior staff who travelled to NSW's central west to lead the response, and to coordinate our technicians. Our people on the ground worked closely with local emergency services teams, businesses, council workers and community organisations to respond to the needs of locals, engaging through established NSW Government emergency processes.

Our communications, marketing and government relations specialists also worked to keep the community and other key local stakeholders informed about what was going on. And our customer service staff responded to many hundreds of calls and messages.

We learned many lessons through this experience, which have now been reviewed and embedded in our Group Crisis and Emergency Management System – enabling us to enhance our ability to respond to emergencies and crises in the future.

Even with the challenges of losing gas supply during a particularly chilly November, our impacted customers were remarkably resilient and we thank them for their patience and support. Without the efforts and leadership of local workers, businesses and councils, we could not have restored gas to all customers as promptly as we did – ahead of our anticipated reconnection schedule.

Despite the scale of the outage and inconvenience, alongside questions and concerns raised by community members, we were very pleased to receive letters and cards from community members thanking our teams for their hard work.

One noted: "I don't know what's involved in fixing whatever went wrong, but I imagine it will be a pretty big job. I wanted to send you (and APA) this, as I suppose like most businesses you get plenty of complaints and not many compliments – so well done, and thanks to all involved."



Community barbecues were also hosted to thank and share updates with residents in the Wallerawang, Lithgow and Oberon communities, and local Council members were engaged in site tours and co-located response centres.

## SPOTLIGHT ON:



### FLISR (Fault Location Isolation and Service Restoration) Enhancements

In March 2022 we commenced using state-of-the-art network restoration technology across our electricity distribution network. Following extensive trialling over more than a year, the Fault Location, Isolation, and Service Restoration (FLISR) system is now communicating real time information about our high-voltage electricity network back to the control room.



The FLISR system helps to restore power faster via the latest in automation technology and will limit electricity outages to a much smaller area than previously. To do this, the technology analyses information in real time across our network to quickly determine the location of faults and automatically isolate that particular section of the network. In some cases, FLISR will automatically restore customer power while making the

network safe for any further necessary repairs. Historically, this analysis has been a manual process that required numerous checks before supply could be safely restored. These checks are now undertaken by FLISR, meaning that customer power in unaffected areas can be rapidly restored.

The FLISR system is the latest and most innovative tool in our toolkit to help us manage the safety and reliability of electricity supply across our network and is helping us achieve our goal of improving supply reliability by 30 per cent by 2023. While we won't always be able to avoid supply interruptions, FLISR is enabling us to minimise their impact when they do happen.

## Customer and Stakeholder Engagement

We have a strong track record of engaging with our stakeholders to ensure that our customer and community voices are reflected in our strategies and operations in keeping with our *Think Like A Customer* value. More information about our engagement approach is available on our Group Sustainability Hub.

## Listening to Our Customers and Stakeholders

The Australian energy market is undergoing a fundamental transformation. To help us grapple with this challenge we have established a number of forums and channels to help guide our thinking on how we can best prepare for the energy system of the future while continuing to deliver reliable and affordable energy to our customers today.



## Reputation Research and Customer Satisfaction (CSAT) Programs

The Group's reputation research program, conducted by leading reputation data and insights company Reprtrak, provides an insight into what our key external stakeholders think and feel about our group and our performance.

After experiencing year-on-year growth since research commenced in 2018, 2022 saw perceptions of the Group decline slightly from its peak Reprtrak score of 80.5 in 2021 to 78.7 in 2022. While this score represents a decrease in overall perceptions of our Group's reputation, it is not considered statistically significant particularly in light of the broader challenges faced by the energy sector, and a return to 'business-as-usual' following the outbreak of the COVID-19 Pandemic.

In 2022 we also measured stakeholder perceptions of our ESG performance for the first time. The results were positive, with an overall score of 81.8 – placing us in the 'strong' range.

Similarly, while sustained efforts were made to maintain and improve service and outcomes for our customers in 2022, it was a challenging year. The continued impacts of COVID-19 and resourcing shortages, as well as high levels of rain and flooding in NSW, did affect customer experiences and perceptions of our Group. As a result, while our CSAT scores continued to track strongly, they fell short of our proposed targets.

	2022 Target Score	2022 Actual Score
<b>Reputation Research Program</b>	78	78.7
<b>Voice of Customer (CSAT score) Jemena Electricity Network in Vic</b>	8.5	8.2
<b>Voice of Customer (CSAT score) Jemena Gas Network in NSW</b>	8.5	8.1

## Customer Councils

We obtain key customer insights through our Customer Councils. Established in 2011, our Customer Councils enable us to actively seek feedback on our operations and strategic business approach from consumer advocates and community representatives who are connected to our customers and can represent their interests.

We engage our Customer Councils on a quarterly basis and the purpose is to ensure that customer's preferences, expectations and priorities are understood and considered in decisions impacting Jemena Networks. In 2022, as recommended by the Energy Charter, we have also leveraged our customer council to provide input and feedback on our Energy Charter Disclosures process. In addition, the Jemena Electricity Network Customer Council held an engagement session on demand management initiatives, and the Jemena Gas Network Customer Council has been briefed on the Gas Network 2050 engagement approach.

Our Customer Councils consisted of representatives from the following groups in 2022:

### Jemena Electricity Networks

- Energy Users Association of Australia
- Australian Energy Council
- North Link
- CSL Behring
- Brotherhood of St Laurence
- Alternative Technology Association/ Renew
- Ai Group
- LaTrobe University
- Northern Alliance for Greenhouse Action
- Hume Council
- Merri-bek Council
- Clean Energy Council

### Jemena Gas Networks

- Bluescope Steel
- Council on the Ageing NSW
- Energy & Water Ombudsmen NSW
- Energy Users Association of Australia
- NSW Business Chamber
- Orica
- Public Interest Advocacy Centre
- St Vincent de Paul Society
- Borg Energy
- Energy Users Association of Australia
- Urban Development Institute of Australia
- Energy and Water Ombudsman



SPOTLIGHT ON:



## Gas Networks 2050 and Business Plan 2025-2030



In 2022 we commenced our Gas Networks 2050 program – our ambitious approach to incorporate the views of our customers and stakeholders on the future of our network into our future pricing and services plans. To capture our stakeholders' views we have established an Advisory Board, Expert Panel and Customer Forum.

Composed of a diverse set of stakeholders, including customer representatives, the Advisory Board is responsible for exploring the challenges associated with the energy transition, including the opportunities for Renewable Gas in a low-carbon future.

The Expert Panel has been tasked with producing plausible scenarios for the NSW energy system over the 2030 to 2050 period, and will consider the role gas will play in each scenario. These scenarios will inform the development of our next pricing and services plan for our NSW gas distribution network.

Finally, our Customer Forums are a direct way for us to hear from our customers about the issues which matter most to them. To date, we've heard about the importance of navigating the energy transition, while customers are also concerned about the rising cost of energy. These insights will also help shape the development of our 2025-2030 plan.

## Supporting Vulnerable Customers

We play a pivotal role in supporting vulnerable customers and communities, and we aim to ensure no customer is left behind.

Many customers have unique circumstances that may impact their ability to understand energy usage and costs, and thus place them at a disadvantage. With cost-of-living pressures rising, including energy costs, it's more important than ever that we continue to live our values of *Think Like A Customer* and *We Care*. After concluding the Energy Network Relief Package in 2021, which delivered more than \$2.5 million in energy bill relief for 37,000 customers impacted by COVID-19, we have further embedded our Vulnerable Customer Strategy and community outreach and support programs to help support those customers most at risk of disadvantage.

## Our Vulnerable Customer Strategy: Awareness, Accessibility and Action

Our Vulnerable Customer Strategy sets three pillars – Awareness, Accessibility, and Action – as a framework for our approach. This ensures we support our customers and the community and develop inclusive solutions to help overcome barriers. It also helps develop a culture of empathy and ensures our people are empowered and engaged and have the systems and information they need to assist our most vulnerable customers.

To support customers experiencing vulnerability, we have embedded a number of key initiatives and programs across our business, including:

- working with our stakeholders and customers to facilitate 'Bring Your Bills Day' to promote energy literacy and identify those who need help
- promoting awareness of vulnerability and its impacts via our Customer Councils and Energy Charter
- equipping our customer-facing teams with the skills to identify, empathise and appropriately support customers experiencing vulnerability
- translating our network communications to support culturally and linguistically diverse (CALD) customers and communities
- implementing the Uniting Energy Assist program to support customers who may be struggling with bills in Victoria and New South Wales and the Voices for Power CALD community leadership outreach program in New South Wales.



Teams attending the May Bring Your Bills Day event hosted by Hume City Council in Melbourne's north-west

## Industry Advocacy and Leadership

Delivering the best outcomes for our customers and the wider community can only be achieved through a whole-of-industry approach.

Given our strong connections with our customers, we are well-equipped to advocate on their behalf on the issues and opportunities that matter most to them as part of Australia's transition to net-zero emissions by 2050. We do this by leading and participating in industry forums and programs designed to best navigate the challenges of the industry transition in an integrated and aligned way.

### The Energy Charter



Launched in 2019, the Energy Charter is a whole-of-industry advocacy initiative with around 20 member companies committing voluntarily to put customers first by challenging and holding ourselves accountable for being customer focused and transparent in what we do.

As a foundation member, we are proud to have actively contributed to the development of the Charter and its underlying principles since its inception. The five principles member organisations hold themselves accountable against are:

- We will put customers at the centre of our business and the energy system.
- We will improve energy affordability for customers.
- We will provide energy safely, sustainably, and reliably.
- We will improve the customer experience.
- We will support customers facing vulnerable circumstances.

In our FY21/22 *Energy Charter Disclosures Report* we detail our annual approach, highlights, and achievements against the five principles of the Energy Charter.

**IN FOCUS:**



### Energy Networks Australia

We are a member organisation of [Energy Networks Australia](#), the national industry body representing Australia's electricity transmission and distribution and gas networks.

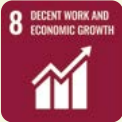
Our Managing Director Frank Tudor has served as a Board Director of Energy Networks Australia since 2016 and has served as Chair since December 2021, further reflecting the leadership role our Group plays in the industry. Our people are also actively engaged in ENA's policy, technical and customer engagement working groups.

Energy Networks Australia works with networks, regulators and industry partners to develop research and advise on issues including national and state government policy and regulation and key technical issues such as network safety, reliability and energy efficiency and sustainability.



# Community and Social Performance

We work responsibly and respectfully with local people to identify opportunities, address disadvantage, and leave a positive and lasting impact for our communities



Our Managing Director Frank Tudor (third from right) visited Darwin to attend an event celebrating the Pipeline to Success Aboriginal Workforce Mentoring program receiving national accreditation – we partner with Saltbush Social Enterprises to deliver meaningful work and training opportunities for local Aboriginal people

# Our View

As a large national energy company, we know the communities we serve depend on us to provide them with reliable, affordable and sustainable energy. We also know that by being active members of the communities where we operate, we can contribute positively to the local economy and the lives of local people. By building strong and enduring relationships with the communities we serve we are also positioning our business for long-term success.

This view is reflected in our values, particularly our *We Care* value, which emphasises the role all of our people play in ensuring the safety and wellbeing of each other, the community, and the environment. It also serves to drive the ways in which we do business – from the deep approach we take to stakeholder engagement and listening to our operational planning, investment decisions, and the community initiatives we support, to help give back.

The following diagram provides an overview of our operations and the support we provide to communities across the country.

**National**

- 2,860 staff  
1,770 contractors
- Emergency Relief Fund  
Sponsorships and donations  
Staff fundraising and volunteering programs
- Social investments worth \$700,000+ including  
Emergency Relief donations

**Barkly Region, NT**

- Commercial customers only
- Northern Gas Pipeline
- Pipeline to Success Program  
Northern Sponsorships Program
- Social investments worth \$129,000



**Queensland**

- Commercial customers only
- Northern Gas Pipeline, Queensland Gas Pipeline, Atlas Gas Pipeline, Darling Downs Gas Pipeline, Roma North Gas Processing Facility
- Student Buddy Program  
Northern Sponsorships Program
- Social investments worth \$92,000

**Melbourne and Gippsland Region, Vic**

- 370,000+ residential and business customers
- Jemena Electricity Network, Eastern Gas Pipeline, Uniting Energy Assist Program  
Bright Future STEM Program  
Community Grants Program  
Sponsorships and donations
- Social investments worth \$123,000+

**Greater Sydney and Regional NSW**

- 1.5M+ residential and business customers
- Jemena Gas Network, Eastern Gas Pipeline, Colongra Gas Transmission and Storage Pipeline
- Voices for Power CALD Program  
Uniting Energy Assist Program  
Community Grants Program  
Sponsorships and donations
- Social investments worth \$207,000+

**Legend**

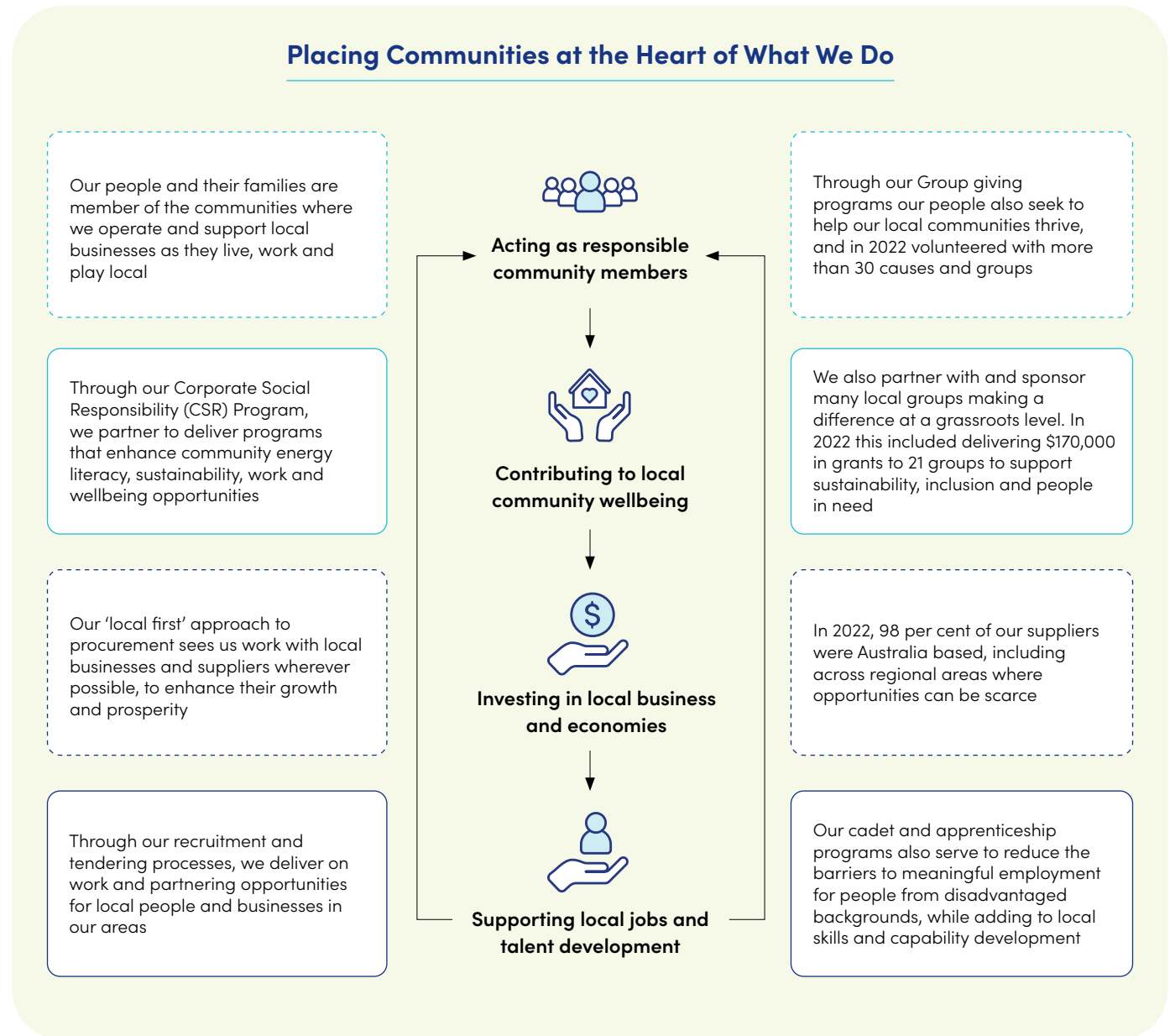
- Gas assets owned and operated
- Electricity assets owned and operated
- Community programs running
- Value of direct community investments

## How We Act as Responsible Community Members

With an operational footprint spanning much of northern, southern, and eastern Australia, including many regional areas, we recognise that our presence in a community has the potential to impact the wellbeing, prosperity and development opportunities available to local people, businesses, and economies. We also know that as members of those communities, our people can help us to better understand and contribute to positive social outcomes.

In line with our *Better Together* and *Think Like a Customer* values, we seek to place the voice and wellbeing of our customers and communities at the heart of everything that we do. The following diagram provides an overview of how we interact with and positively contribute to the communities where we operate.

### Placing Communities at the Heart of What We Do



## Our Corporate Social Responsibility Program

Our Group CSR Program seeks to address key social issues and delivers long-lasting, positive impacts for our communities. Each year we seek feedback from a range of stakeholders to inform the program's focus. In 2022, our focus remained on delivering community benefits against three priority areas:

### Education and Training

We partner with other organisations to increase access to relevant education and training opportunities in order to support people to secure employment which benefits them and the broader community.

### Social Inclusion and Equity

We contribute to greater social equity by enhancing energy literacy and supporting activities which celebrate and bring communities together.

### Wellbeing and Resilience

We support community safety and wellbeing by contributing to critical relief and recovery efforts as well as ongoing awareness and resilience activities.



Group team members took part in the 2022 Very Special Kids 24 Hour Treadmill Challenge

Our program is comprised of three activity streams, which help align our partnerships, programs and activities with our key focus areas. In 2022 these were:

Activity Stream	Programs	Focus area	Intended outcomes
<b>Flagship Programs and Partnerships</b>	Pipeline to Success Aboriginal Workforce Mentoring Program	Education and Training	Improve social and economic parity for First Nations and regional communities by increasing the number of empowered Aboriginal and Torres Strait Islander peoples in the workforce.
	Voices for Power Train the Trainer Program	Social Inclusion and Equity	Empower culturally and linguistically diverse (CALD) communities to build their knowledge, confidence and ability to take action around their energy bills, use, and experiences.
	Uniting Energy Assist Program	Social Inclusion and Equity	Empower vulnerable customers to seek advice, access support programs, and take charge of their energy use and bills.
	Bright Future STEM Program	Education and Training	Improving participation in the 'workforce of the future' (particularly for women) through engaging young children today in STEM jobs and careers.
<b>Community Development</b>	<ul style="list-style-type: none"> <li>Community Grants Program</li> <li>Donations and Sponsorships Program</li> </ul>	<ul style="list-style-type: none"> <li>Social Inclusion and Equity</li> <li>Wellbeing and Resilience</li> </ul>	Improve social inclusivity and wellbeing, particularly in regional areas, by supporting groups making a difference to their community.
	Emergency Relief Donations	Wellbeing and Resilience	Improve community resilience and wellbeing by providing financial aid to support recovery following emergencies and crises.
<b>Internal Programs</b>	Volunteering Programs	Social Inclusion and Equity	Improve team member engagement and advocacy by providing financial or other support for the causes they care about most.



## Supporting Vulnerable Members of Our Community

Rising cost-of-living pressures, global energy instability, and the ongoing effects of the COVID-19 Pandemic are continuing to shape the experience of Australian energy users. In response, we are working with community partners on programs focused on enhancing the energy literacy of some of our most vulnerable customers so they are empowered to take charge of their energy use and bills.

SPOTLIGHT ON:



### Uniting Energy Assist Program



With one in four Australians reportedly struggling to make ends meet, we know energy affordability remains a key issue for many of our customers.

Launched in late 2021, our Uniting Energy Assist Program offers free over-the-phone home energy appointments for our customers and provides them with advice and assistance to access available support measures to take control of their energy bills.

Delivered in partnership with Uniting Vic.Tas (Uniting) and open to all Jemena Victorian electricity and New South Wales natural gas distribution customers, appointments cover a range of topics including: how to read bills or apply for eligible discounts; concessions and rebates; and energy savings tips which will help lower household energy bills. For those requiring some extra assistance, warm referrals are also provided to other Uniting support services such as financial counselling and food relief.

In 2022 the program provided more than 70 customers with an estimated \$650 in benefits each in the form of direct energy bill and future efficiency savings. An analysis using the Australian Social Value Bank's social impact calculator also found the program delivered \$632,685 in net social benefits or value across the year.

## CASE STUDY:



### Voices for Power

With over 40 per cent of Australians having low levels of English literacy including many from culturally and linguistically diverse (CALD) backgrounds, we know navigating the energy system and things like energy bills can be complex to understand, engage in, and act on.

Established in 2021, the Voices for Power Project seeks to bridge the energy knowledge, confidence, and support access gap for CALD community members by delivering in-language, community-led energy literacy training for people living and working across Greater Sydney.

Delivered in partnership with New South Wales electricity distributors Ausgrid and Endeavour Energy and civil society coalition Sydney Alliance, the program takes a 'Train the Trainer' style approach; empowering leaders from a wide range of cultural and religious backgrounds to become energy experts and advocates for and within their local communities. In turn, leaders can then deliver in-language and culturally appropriate energy literacy workshops for others, building their knowledge and confidence to take action around their energy experiences.

In 2022 the program saw 36 community leaders – including faith leaders, representatives from The Smith Family and even local social work students – deliver workshops for more than 450 participants including members of the Arabic, Chinese, Greek, Hindi, Iraqi, Filipino, Latin American, Lebanese, Nepali, Russian, Ukrainian, Tongan, Turkish, and Vietnamese communities.

As a result of the program, the majority of participants have reported significant increases in energy knowledge, confidence and the ability to take action around their energy bills and safety. A recent social impact study found the Voices For Power Project delivered around \$1.828 million in net social benefits over the course of the year.



Voices for Power trainers were recognised for their contributions at a special milestone event in June

## CASE STUDY:



### Building a Brighter Future for Women in Energy

According to 2022 Commonwealth Government research, women make up 36 per cent of STEM (science, technology, engineering and mathematics) university enrolments, and 27 per cent of the workforce across all STEM industries. Reflecting our drive towards gender equity across our industry, in 2022 our Group was pleased to partner with the Australian Resources and Energy Employers Association (AREEA) to support the Bright Future STEM Program.

Aimed at Years 5-6 students, the Bright Future STEM Program aims to build early interest in STEM subjects and career possibilities through the delivery of engaging in-class talks led by female STEM professionals, and hands-on activities that encourage problem-solving, critical thinking and teamwork.

During February, we were proud to have three female role models from across our Group deliver program sessions for more than 200 students across our electricity network in Melbourne's north-west, in celebration of International Day of Women and Girls in Science (11 February). As well as sharing their favourite subjects at school and what they enjoy about working in energy today, presenters also helped students to conduct a fun experiment exploring the concept of thermal energy around the home; bringing energy to life in a very real sense.

Following lengthy at-home learning periods due to the COVID-19 Pandemic, the sessions represented a great way to re-engage students in the joys of learning alongside their classmates. Through supporting programs like these, we hope to encourage greater visibility and pathways for women and girls into the exciting world of energy and STEM careers.



Female role models delivered program sessions digitally during safety restrictions



Participating schools received a range of classroom activity kits to foster ongoing interest in STEM subjects and learning

## Community Grants

Our annual Community Grants Program provides grants of up to \$10,000 to community organisations, groups, schools and charities who are looking to make a difference within their local community. To be eligible, recipients must deliver projects that benefit people living within our Victorian electricity or New South Wales gas distribution network areas, and positively address key social issues including sustainability, diversity, social disadvantage and social inclusion.

Since their launch in 2019 Jemena is proud to have provided more than \$500,000 in direct grants support to a diverse range of groups across our local communities.

In 2022 we were pleased to award 21 grants, collectively valued at \$170,000, to the following groups:



### The Settlement Neighbourhood Centre, NSW

Free children's school holiday program supporting local families  
\$10,000



### Russell Vale Public School, NSW

New community yarning circle  
\$3,000



### PlateitForward, NSW

Free learning excursions for Hospitality Program trainees  
\$8,000



### Hotel Etico, NSW

Free health and wellbeing program for hotelier program trainees  
\$10,000



### Southlakes Incorporated, NSW

New solar panels for free mobile community haircutting service  
\$8,900



### Zen Tea Lounge Foundation, NSW

New multipurpose safe space for local community members  
\$10,000



### Men's Kitchen Association, NSW

New Ku-ring-gai kitchen launch and operational support  
\$5,400



### Marine Rescue Central Coast, NSW

Contribution towards solar panels for service base  
\$10,000



### 2023 Newcastle Show, NSW

Free 'SPLAT!' STEM workshops for local kids and families  
\$5,000



### ProjectKindness, NSW

Free essential item hampers for people doing it tough  
\$10,000

## Community Grants (continued)



### Guide Dogs NSW/ACT, NSW

New Satellite clinic for locals in the Campbelltown area

\$6,455



### Eat Up Australia, NSW

Free meals for hungry schoolkids across NSW

10,000



### Little Wings, NSW

Free specialist medical clinics for kids in 7 regional locations

\$10,000



### Friends of Freshwater, NSW

Safety tools and training for local Volunteer-led land care work

\$6,240



### Aboriginal Literacy Foundation, Vic

Free tutoring for schoolkids transitioning from online learning

\$10,000



### Australian Chaldean Family Welfare Association, Vic

Social program for young people

\$10,000



### Flemington People's Pantry, Vic

Free food items and meals for people doing it tough

\$10,000



### Hume Men's Shed Craigieburn, Vic

New woodworking equipment for community activities

\$10,000



### The Humour Foundation, Vic

Free Laughter Care sessions for aged care residents

\$10,000



### J Beekeeping Club, Vic

New safety and AV equipment for new and current members

\$1,850



### Orygen, Vic

Free food, clothing and support for in need young people

\$5,000

## Bringing Local Communities to Life

We work to deliver benefits at a grassroots level to local communities by partnering with organisations which are making a difference to the lives of local people. In 2022 this saw us support local emergency efforts – which were conducted in response to a range of natural disasters impacting parts of the country – while also delivering over \$200,000 in financial support to a range of organisations whose focus, either directly or indirectly, helped to build community connectedness, resilience, and wellbeing.

### Donations and Sponsorships Program

**\$47,500**

Donations to support essential aeromedical, health and rescue services for regionally based communities and team members

RACQ Capricorn Rescue Service (Qld), Royal Flying Doctor Service (Qld, NT, Vic)

**\$25,000**

Sponsorships to support events connecting and celebrating regional businesses and communities

2022 Maranoa Business Awards (Qld) 2022 Northern Outback Business Awards (Qld), Wandoan Community Christmas Party (Qld), 2022 Callide Show (Qld)

**\$40,000**

Sponsorships to support special learning and celebration opportunities for kids in regional areas and donations to support work, wellbeing, outreach and safety service access for local women

Highlands STEM Challenge (NSW), Tennant Creek Children's Christmas Tree (NT), Tennant Creek Women's Refuge (NT), Special Children's Christmas Parties Townsville (Qld), Miles Women's Wellness Day (Qld), Fitted For Work (National)

### Emergency Relief Donations

**\$65,000**

Donations to thank local Emergency Services and community groups for their response support during 2022 flooding incidents in Victoria, New South Wales and Queensland

Vic State Emergency Service, NSW Rural Fire Service, NSW State Emergency Service, Queensland Fire & Emergency Services, Lithgow Community Projects (NSW), and others

**\$35,000**

Donations to enhance healthcare, family support, and cultural safety for local children, families and Indigenous community members

Austin Health (Vic), Royal Melbourne Children's Hospital (Vic), Westmead Children's Hospital (NSW), Very Special Kids (Vic)

**SPOTLIGHT ON:**



## Supporting Regional Businesses: Northern Outback Business Awards

Each year, approximately 67 per cent of the value of Australia's exports comes from regional, rural and remote areas.

Recognising this vital contribution and the positive impacts it offers to local jobs and community prosperity, each year our Group is proud to support a variety of important regional business events alongside our communities, including the Northern Outback Business Awards.

Hosted by Commerce North West, each November the Northern Outback Business Awards seek to acknowledge and celebrate the best of local business from across North West Queensland; a region many of our Northern Gas Pipeline team also call home.

From individuals to micro and large-scale businesses, award categories help recognise outstanding achievements in the areas of customer service, innovation, sustainability, community impact and growth – while also offering a valuable opportunity for business community members to connect, network and gain exposure to a new range of customer and development opportunities.

In 2022 we were proud to attend the event as a fourth time naming rights sponsor and see award nominee and event numbers grow; a reflection of the increasing number of businesses making a significant and positive impact within the region.



Group team members attended the 2022 Northern Outback Business Awards held in Mount Isa, Qld

## Program Performance

As a Group, we are committed to ensuring that the investments we make in community programs and partnerships make a real and tangible impact in the lives of local people. We're also committed to ensuring we make efficient use of resources to help deliver the greatest social impact possible.

### Defining social impact and value

While there is currently no globally accepted standard definition, social impact is often referred to as how much social change has occurred and can be attributed to activities undertaken by an organisation. Through our work with the Australian Social Value Bank, our Group defines and measures social impact based on 'whether a program, intervention or action is in society's best interests'. Any activity that delivers some form of positive environmental, social or economic impact - including improvements to an individual or communities' wellbeing or quality of life - can also be seen to create social value.

## Partnering with the Australian Social Value Bank



Developed by Alliance Social Enterprises, the Australian Social Value Bank (ASVB) is the first social impact measurement tool of its kind in Australia.

Using Australian social sector data and globally endorsed best-practice methodologies the tool applies a cost-benefits approach to calculate the net benefits a program creates for society, in dollar terms and across a range of potential social wellbeing outcomes including health, education, employment and more. It also accounts for common biases, ensuring an accurate reflection of the contribution a company's community investment can make.

As a result, the tool provides an 'apples-to-apples' comparison of the social value being delivered between different community programs, allowing companies to assess and focus their investments on activities delivering significant benefits. Designed to capture both primary benefits (value of outcomes to individuals) and secondary benefits (cost savings to Government), it also allows for a truly holistic societal impact assessment.

In 2022 our Group ran the ASVB tool against our key CSR Program initiatives for the first time, with positive results. Moving forward, these insights will serve as a benchmark to guide our social impact performance reporting and inform future community investment decisions.

	<b>Total social benefits / value*</b>	<b>Net social benefits / value**</b>	<b>Net benefits per \$1 invested by Jemena</b>
Pipeline to Success Program	\$1,649,391	\$818,868	\$199,000
Uniting Energy Assist Program	\$733,851	\$632,685	\$507,500
Voice For Power Program	\$2,047,882	\$1,828,177	\$559,200
<b>Total</b>	<b>\$4,431,124</b>	<b>\$3,279,730</b>	<b>\$1,265,700</b>

\* Represents total benefits or value created for society as a result of the program

\*\* Represents total program value created minus program delivery costs



## Community Engagement

Our Group seeks to incorporate strong stakeholder engagement into our operational and project management processes, to ensure we're acting in the best interests of the local community while also upholding legislative and regulatory requirements.

For major projects, the engagement process commences long before any works begin, with the development of formal stakeholder management plans, and initial outreach to high impact groups, such as local Government representatives, Traditional Owners, landholders, business and residential customers. During the works period itself, project teams proactively share news and seek feedback from community in a variety of ways, including email and newsletter updates, mailbox drops, public information sessions, project webpages, dedicated hotlines and, where possible, site tours.

Potential impacts to local biodiversity or areas of cultural and historical significance are identified, mitigated and managed through a range of studies, including Environmental Impact Statements (EIS), and put on public display in line with State or Territory guidelines (as described in the [Delivering Projects](#) section of this report). Depending on a project's scale, teams may also work closely with local stakeholders to contribute to activities that enhance local wellbeing, such as new public amenities or greenery. Any issues or concerns raised are also formally logged, responded to, and made publicly available via a complaints register, supporting full transparency.

Through regular operations, business teams partner closely with key stakeholders such as local councils, landholders, customer advocates and community representatives to ensure their strategic business approach, decision-making and practices consider the interests of communities, and in particular vulnerable groups.

IN FOCUS:



### Port Kembla Energy Terminal

With gas price rises and forecast domestic supply shortages impacting Australia's east coast, our Group is committed to ensuring gas remains reliable, affordable, and sustainable for all customers.

In August 2022, our Group signed a series of agreements with Squadron Energy to construct and operate a new lateral 12km pipeline, connecting the \$250 million Port Kembla Energy Terminal (PKET) to customers in New South Wales and Victoria via our Eastern Gas Pipeline. Construction commenced in November 2022.

Once commissioned the pipeline will be able to transport up to 130 petajoules of gas annually, or enough gas to meet more than 75 per cent of NSW's current gas needs. Together with our construction partners Zinfra, Nacap, and Wasco, Jemena expects the project will create over 180 local jobs throughout its development and construction phases.

As part of the initial consultation process, Jemena teams engaged early and closely with key impacted stakeholder groups including local residents, business owners, community groups and Council, using a variety of channels such as face to face meetings, doorknocks and mailbox drops. Key project information including environmental and safety plans have also been made available through public exhibitions, and a project website housing key updates, factsheets, reports and team contact details to support further enquiries.

Through conduct of a Biodiversity Development Assessment Report (BDAR), Aboriginal Cultural Heritage Assessment Report (ACHA), and update of an existing Environmental Impact Statement (EIS), Jemena's project team has also worked hard to identify and mitigate potential works impacts to local flora, fauna and areas of cultural significance. Pleasingly, no significant issues have been reported through these or other local participation plans and reports provided by Jemena's construction partners, which look at more civil-related matters like noise or vibrations.

**SPOTLIGHT ON:**



## Engaging with Aboriginal and Torres Strait Islanders Communities Through Our Reconciliation Action Plan

Since launching our inaugural *Reflect Reconciliation Action Plan* (RAP) in 2020, our Group has strived to support the journey towards reconciliation through championing initiatives that advance the voice of and close the gap for Aboriginal and Torres Strait Islander peoples and communities.

In 2022 our RAP Working Group was proud to oversee a number of meaningful activities, including the launch of our Supply Nation membership and a new Indigenous Employee Network. We were also delighted to see our Pipeline to Success Aboriginal Workforce Mentoring Program, delivered in partnership with Saltbush Social Enterprises, become a nationally accredited course and support 144 Aboriginal jobseekers across the Northern Territory to become job ready or achieve employment for the first time. Read more about this on page 62.

Looking forward, 2023 will see us continue to build on this momentum and amplify the stories, culture and talents of Aboriginal and Torres Strait Islander people through the launch our first Innovate RAP, Group-wide cultural awareness training and delivery of a new Indigenous employment strategy.

### 2022 Key Achievements

- Established a Group Indigenous Employee Network.
- Became a Supply Nation member to help diversify our supply chains through connecting with their list of verified Indigenous businesses.
- Celebrated accreditation of our Pipeline to Success Aboriginal Workforce Mentoring Program.
- Partnered with Arruwurra Foundation to build community capability in the Northern Territory.
- Recognised National Reconciliation Week and NAIDOC Week with our people and communities.
- Launched our RAP artwork on select work vehicles, uniforms, and within offices.

We are committed to a 3 per cent Indigenous employment target, reflecting the national population.



Zinfra staff celebrating the launch of new RAP artwork on work vehicles

**CASE STUDY:**



## Empowering Aboriginal People in the Work World

As a national employer with deep roots and operations within many remote areas, we know we have an important role to play in helping to close the economic, employment and wellbeing gap for regional, and in particular, for Aboriginal and Torres Strait Islander Peoples and communities.

In 2019, Jemena joined forces with Saltbush Social Enterprises, a Northern Territory based registered training organisation, to develop the Pipeline to Success Aboriginal Workforce Mentoring Program. Borne from a partnership which saw us deliver meaningful work and training opportunities for local Aboriginal people as part of our Northern Gas Pipeline build, our ambition was simple: to create a program that served to increase the number of empowered Aboriginal people in the work world.

Given the complexity of the geological, technical, cultural and other barriers faced by regionally based Aboriginal jobseekers in seeking gainful employment, the first phase of the program focussed on deep, grassroots engagement with local Elders, education, industry and community representatives.

Through a range of six-month paid internships, the program then commenced upskilling local and respected Aboriginal leaders with mentoring and leadership skills to support other community members to become job ready, and seek and retain meaningful employment.

In March 2022 we were delighted to see the program achieve national accreditation, equivalent to a Certificate III level allowing graduates to walk away with a formal qualification, and further enhancing their valuable skillset in the eyes of potential employers. We were also delighted to see 16 mentors and 144 community members take part in the program over the year; with 60 per cent of participants successfully achieving part or full time employment for the very first time as a result.

Analysis conducted by Jemena using the Australian Social Value Bank's social impact calculator found the program delivered \$818,868 in net social benefits or value in 2022 alone.



Celebrating program accreditation during NAIDOC Week



Senior Program mentor Aron

# Investing in Local Businesses and Economies and Supporting Local Jobs

## Community Investment

With an operational presence in hundreds of local communities, we know that our business operations and purchasing decisions have the potential to impact local economies and communities – particularly in regional and remote areas experiencing higher levels of social disadvantage or lower economic parity. We also recognise that in many of these locations, our business is reliant on the skill base, services, and resources available locally to provide reliable and sustainable energy for our customers.

In line with our *We Care* and *Better Together* values, we invest in a way which contributes to Australia's energy future while also delivering broader social and economic benefits to the communities where we operate such as: job and training opportunities which build local talent; contracts to local businesses and suppliers; and by partnering with others to support programs that uplift community capacity and prosperity parity.

In 2022 we also invested more than \$840 million in operational, maintenance, and capital improvements for our electricity distribution, gas distribution and gas transmission assets.



### Investing in Gas Transmission

As well as investing in social development programs for regional communities, our Group is dedicated to ensuring the safe, reliable and sustainable supply of gas for large and industrial customers across northern and eastern Australia. In 2022 our Group invested \$140 million in operational, maintenance and capital works for our gas transmission assets across Australia.



### Investing in Electricity Network Assets

In 2022 our Group invested \$339.5 million in operations, maintenance and capital works for our electricity distribution network across Melbourne's north-west.



### Investing in Gas Networks Assets

In 2022 our Group invested \$361.4 million in operational, maintenance and capital works supporting our gas distribution network across Greater Sydney and regional NSW.

## CASE STUDY:



### Atlas Pipeline Expansion

In December 2019 Jemena commenced operation of the Atlas Gas Pipeline and Compressor Station, located near the town of Wandoan in south-west Queensland.

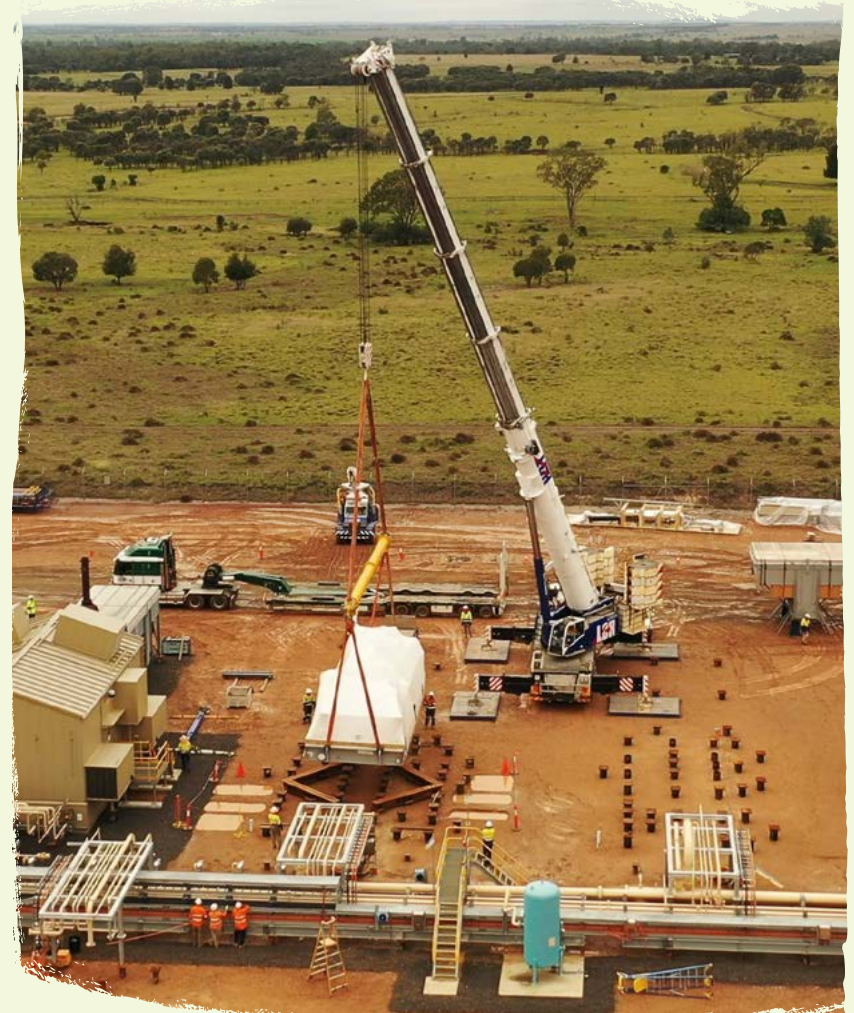
Established to strengthen Australia's domestic gas supply, the 60km underground pipeline connects Senex Energy's Atlas Gas Field to Jemena's Darling Downs Pipeline and the Queensland gas market, supporting the local production of electricity and other consumer products by large commercial and industrial customers. Its construction also saw more than \$140 million in benefits delivered to the local economy in the form of operational and capital works, jobs and contracts.

In 2021 following acquisition of an adjacent gas field by Senex, discussions and works commenced to increase the pipeline's capacity to deliver additional gas to market.

Working closely with Queensland-based construction partner Wasco, project teams placed four new compressor units at the existing station, performed mechanical and electrical works, and assembled noise enclosures to prevent any potential sound pollution impacts to the surrounding community.

Throughout the project, large contracts were awarded to three Australian contractors – Westlink Logistics, Mayfield Industries and Ensco – to deliver project logistical, power testing and commissioning support activities, with local communities also benefitting from the purchase of goods and services to support the project (such as workforce accommodation, transportation, food, and more).

The expansion represents a \$26 million investment and has increased total gas production volume from 32 to 48 terajoules (TJs) per day.



## CASE STUDY:



### Partnering with Traditional Owners to care for Country

Our Northern Gas Pipeline traverses 200km along free hold land of the Arruwurra people. Our engineering maintenance and services business, Zinfra, is responsible for the delivery of vegetation management along the pipeline easement between Phillip Creek in the Northern Territory and Mount Isa in Queensland. This includes maintaining vegetation to enable clear access including cutting of small trees, shrubs, slashing of grass and minor civil works to repair erosion following significant weather events.

Due to the remote location and vast distances involved our Zinfra teams were finding easement maintenance challenging, and raised the opportunity to engage with Traditional Owners for advice and as a potential service partner to provide meaningful work and capacity building opportunities for local people and communities.

In 2022 following extensive consultation, Zinfra and the Arruwurra Aboriginal Corporation announced a mutual agreement to upskill Corporation members to help maintain vegetation requirements across the easement.

To help members build the knowledge and skills needed to conduct works, Zinfra teams delivered face-to-face safety induction and training, serving to strengthen local relationships and overcome potential digital learning barriers caused by local IT infrastructure limitations. A joint plan was also developed to secure a Northern Territory Government grant to fund the purchase of essential tools and equipment and associated member training, building the Corporation's resource base and capacity to deliver land management services safely and effectively.



*“Even though we own the land, we are looking at this as a partnership to help us look after Country. It’s good for Jemena, it’s good for us and it’s good for Country. We no longer need a middle-man, we have built a relationship where I can go to them, and they can come to us.”*

**Allen Punch, Director, Arruwurra Aboriginal Corporation**

Looking forward, the partnership presents a key step in our Group's journey towards reconciliation and commitment to contribute to greater prosperity parity for Aboriginal and Torres Strait Islander people and communities.

We are committed to a 3 per cent Indigenous employment target, reflecting the national population.

## Local Suppliers

We seek to be an active member of communities in which we operate. We are committed to working with local groups to leave a positive legacy, particularly to help address disadvantage.

Recognising the impact that supporting Aboriginal and Torres Strait Islander businesses can have on the economic empowerment of Aboriginal and Torres Strait Islander people and communities, we were pleased to become a Supply Nation member in 2022.

The Group has also established systems and processes to effectively identify small businesses within its supply chain and monitor payment times, as part of our commitment to good practice in procuring goods and services. This helps small businesses enhance their cash liquidity, ability to operate, pay staff and invest in their business. Our payment performance has been submitted to the Payment Times Reporting Scheme, and we are a signatory to the Business Council of Australia's Supplier Payment Code.



**\$1,602,630,095**

2022 total Group procurement spend



**\$1,582,766,832**

spent with Australian suppliers



**3,760** active suppliers identified across the Group



**98%** of Group suppliers Australian based and considered 'lower risk'



**92%** suppliers paid within 30 days\* (Standard trading terms are 30 days across our supplier base)



Engaging active suppliers to understand their commitments and measures



**16%** contracts awarded to small businesses



Roll out of Modern Slavery training across key business leads and teams

## Responding to Modern Slavery

Modern slavery is an umbrella term for situations in which a person is forcibly or subtly controlled by an individual or a group, for the purpose of exploitation. As a Group, we are opposed to all forms of modern slavery and forced labour within our industry, business, and supply chain.

### 2022 Modern Slavery Statement



In June 2022 our Group released our second *Modern Slavery Statement* in accordance with the *Modern Slavery Act 2018*.

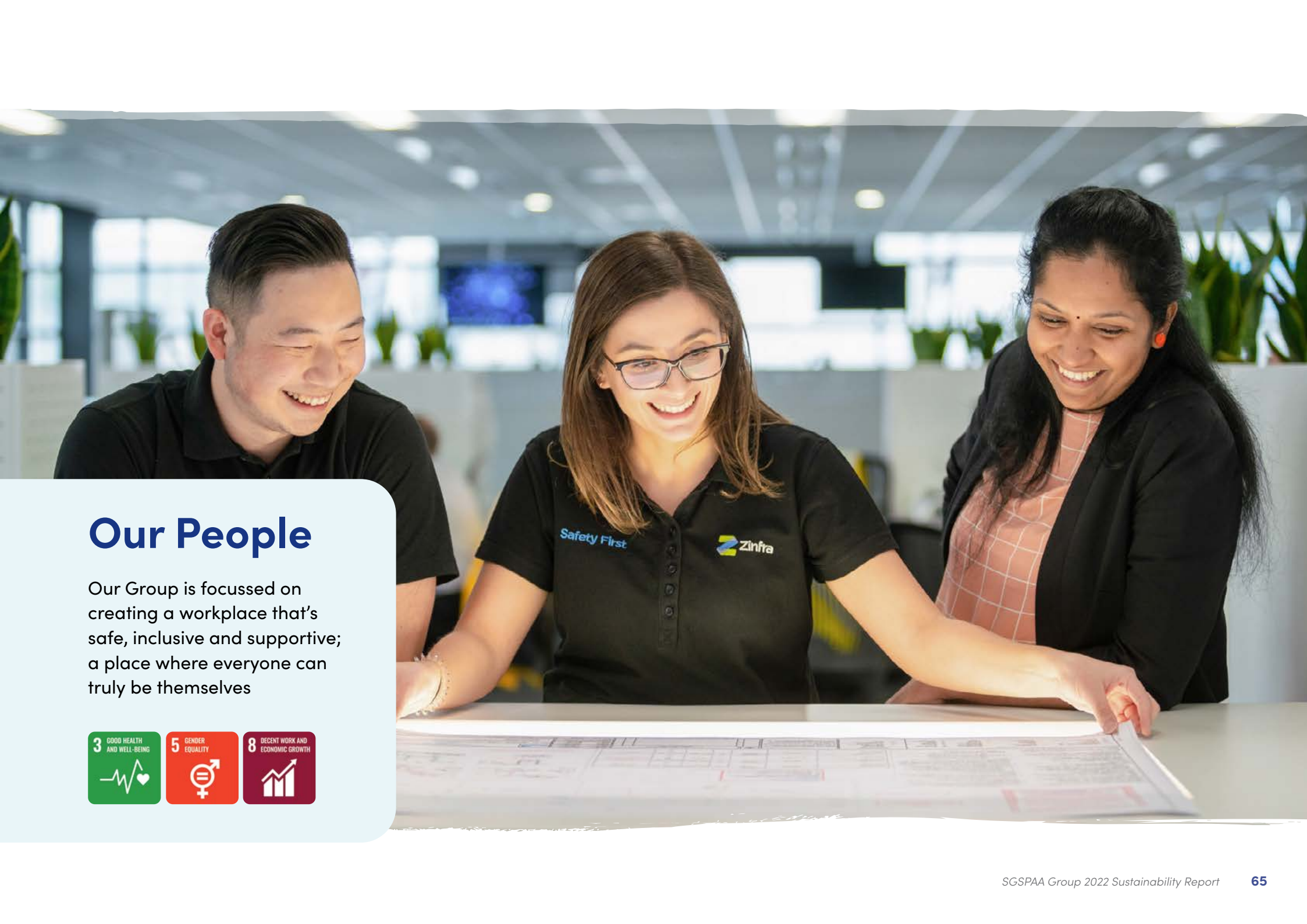
Our 2022 statement builds on progress made to mitigate modern slavery risks across our supply chains, while also detailing the actions we plan to take in the future as we continue to assess and address modern slavery risk.

It also continues to build on the strong work led by the Energy Procurement Supply Association, who, together with our Group and other members of the energy industry, developed *Respecting Human Rights in Our Supply Chain* – a practical guide to understanding and addressing the issues and risks associated with modern slavery.

Together these documents reflect our commitment to mitigating modern slavery risk, which in 2018 – according to the Global Slavery Index – impacted over 40.3 million people globally, including at least 15,000 people in Australia who were living in conditions of modern slavery.

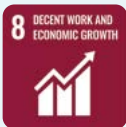
[You can read the full Statement here.](#)





## Our People

Our Group is focussed on creating a workplace that's safe, inclusive and supportive; a place where everyone can truly be themselves



# Our View

As an energy infrastructure and engineering services business, our Group has a long-standing emphasis on physical and technical safety, given the risks inherent in our industry. This approach is reinforced by legislation and regulation which sets out expectations in relation to the safe operation of our assets and conduct of our people.

As our Group evolves, our *People and Safety Strategy* is also evolving to take a risk-based approach to safety, allowing greater levels of flexibility and adaptability in light of the rapid changes occurring across our sector.

This year we have also enhanced our health, safety and environment (HSE) focus on the psychological wellbeing of our people. This is part of embedding in our business a culture in which we value safety and wellbeing for ourselves, our community and environment, and where we value the diversity of our people. While we were on this trajectory before the COVID-19 Pandemic, the events of recent years have galvanised our efforts to support our people more holistically.

Our strategy acknowledges that workplace safety cannot be the remit of just one area in the business, but embedded throughout. To achieve this, we have identified three key result areas (detailed to the right), under which all our strategic priorities and initiatives sit. These acknowledge the critical role of leaders in our business to instil a shared vision in their teams, having processes and systems in place to support our people to identify and manage risks, and to keep our people informed and engaged about their safety and wellbeing at work.

Our commitment to providing a safe work environment extends to all of those who perform work on our behalf, as well as others (such as visitors and customers) and our communities who may be affected by the way we conduct our businesses.

## People and Safety Strategy – Key Result Areas

### 1. Leadership:

Our leaders consistently and authentically engage with people to inspire a sense of shared vision about health, safety, talent, people and environment, that drives improved performance to enable a proactive culture.

### 2. Risk and Systems:

Our systems and risk practices lead us to effectively manage our material health, safety, people and environmental risks. We drive sustainable and proactive continuous improvement, that focuses on simplicity and an easy end-user experience.

### 3. Engagement:

The engagement and wellbeing of our people matters, they are trusted, capable, kept informed about what matters and feel like they belong – leading to higher levels of effort, care, and innovative thinking.

## People and Safety Roadmap Progress

### Initiatives delivered in 2022

#### Leadership

##### Consistent and authentic engagement; inspiring a sense of shared vision



- ~370 people completed leadership development training
- ~350 people completed safety leadership development training
- Coaching framework developed
- Leadership development support activity plan developed
- Targeted succession and development planning completed

#### Risk and Systems

##### Effectively manage our health, safety, people and environment risks; drive continuous improvement



- Conducted 13 key audits across the Group
- Implemented the One Group HSEQ Management System
- Implemented Mental Health strategy and approach
- Improved our data and analytics
- Prepared to implement new risk management tool
- Audited workplace relations practices

#### Engagement

##### Our people matter, they are trusted, capable, kept informed about what matters and feel like they belong



- Finalised competency frameworks across the business
- Simplified and harmonised Group induction and HSE induction
- Developed and started to deliver Ageing Workforce Strategy
- Finalised framework and toolkit for managing psychosocial risks in the workplace

#### SPOTLIGHT ON:



### Establishing a Group-Wide HSEQ System

Following Jemena and Zinfra formally coming together as one Group in 2019, considerable work has been undertaken to harmonise policies, procedures and processes, including developing a single occupational health, safety, environment and quality (HSEQ) system.

The One Group Health, Safety, Environment and Quality Management System (HSEQMS) was rolled out in 2022, providing a unified approach to managing HSEQ risks and opportunities, and driving safer outcomes across our business.

As part of our one HSEQMS, we provide our people with a library of policies, procedures, tools and templates to help them manage HSEQ requirements for their teams and projects, supporting them to meet required standards, manage risks, and meet our legal obligations.

Now the single management system has been delivered, we will continue to focus on critical risks across our Group and the effectiveness of our controls – supporting our people to manage risk more effectively.

In March 2022, our single HSEQ system was assessed and registered as meeting the requirements of the *ISO 45001:2018 – Occupational health and safety management systems*, *ISO 9001:2015 – Quality management systems* and *ISO 14001:2015 – Environmental management systems*.

# Group Safety and People Index

HSE Key Performance Indicators form an integral part of our Group Safety and People Index, which is directly tied to employee remuneration and rewards.

Our performance against the scorecard was strong in 2022, with all KPIs being above target; resulting in an overall score of 96 out of 100, against a threshold target of 85 out of 100.

Key Performance Indicator	Target	Actual	Index
Enterprise and Safety Leadership Development training attendance	85.0	93.0	93.0
HSEQ Engagement action plan addressing key focus areas developed and completed by business units	85.0	100.00	100.00
HSEQ Management System assurance plan developed and completed to support effectively embedding the new Group HSEQMS	85.0	94.0	94.0
Total Recordable Injury Frequency Rate (TRIFR) – 12 month rolling	3.3	2.5	100.00
Improvement in People Survey results for the 5 engagement questions	67.0	68.0	95.0
Group Index			96

# Worker Safety Training

Across our Group, health and safety training starts as soon as employees join our business, as it forms part of our Group Welcome training module. This introductory module is the first step in our people's safety journey with us and provides new employees with an understanding of the Group's approach to managing HSE as well as specific HSE information. This initial training is supplemented with role-specific training for those of our employees in technical and operational roles, ensuring our people have appropriate skills and knowledge to safely undertake the work activities they are engaged to perform, as well as meet industry, regulatory, business, network and client requirements.

This year, about 350 of our leaders and managers completed Safety Leadership training. This training acknowledges the important role leaders and people managers play in establishing a safety culture in an organisation and is intended to foster an enhanced safety environment and positively impact our ability to manage HSE risks into 2023 and beyond.



## Field Worker and Contractor Safety

We maintain a record of field worker and contractor training, licences, competencies, accreditation and insurance details in our Worker Authorisation System (WAS). Required contractors must be registered and compliant in this system prior to starting work in the field. We also require all those registered in the system to carry a WAS card on-site.

Our use of WAS allows us to:

- manage and verify workers' roles, skills and training, and know they are competent and safe
- monitor workers' ongoing competencies and permits and issue renewal reminders to help them keep compliant
- eliminate paperwork with an online database of worker insurances, licences, and safety documents
- keep a record demonstrating we are managing safety obligations and risk with thorough, detailed reporting.



## Field Worker Training

2022 saw us schedule more than 18,000 training events for our field workers, technical, and engineering employees in order to maintain and enhance their critical skills and capabilities, as well as formal accreditations where applicable.

Throughout the year, we also developed an agreed set of competencies for many of our field workers and technical staff, including our Project Engineers, Project Managers, Construction Managers and Engineers. This means there is now an agreed set of expectations about the skills and level of expertise required of people undertaking these roles in our business.

Additionally, we established a partnership with Engineers Australia to enable eligible engineers in our business to become Chartered Engineers, in line with state government requirements, through their Workforce Credentialing Program. Engineers Australia is the leading peak professional body for engineers in Australia. Their chartership is a professionally recognised accreditation and will offer a streamlined learning pathway for Jemena’s engineers. This partnership will see us sponsor eligible engineers across our workforce to become chartered and if required, obtain professional engineering registrations.



### SPOTLIGHT ON:



## Hazard Identification and Reporting Process

Our Group’s focus on identifying, reporting, and managing hazards continued in 2022, with a particular focus being placed on ensuring the safety of our people working in areas affected by major weather events. This was at the forefront of our safety considerations this year, given the impact of flooding across many states – particularly in New South Wales – where many of our gas technicians and engineering teams were working in flooded areas such as Forbes, and being transported across flood water in dinghies and other vessels.

Following engagement efforts in 2022, 2023 saw a 50 per cent increase in the number of hazards reported by our people in our incident management system, ASPIRE, and a 30 per cent increase in the number of high-risk inspections conducted.

In addition, we also implemented a Hazard of the Month Awards Program, which awarded a \$100 gift to the top-quality hazard reported each month.



Our Group SAFE Commitment

## Developing our Future Leaders



Providing support and training for our leaders was a priority for our Group this year. One hundred and fifty-five managers and leaders participated in our Enterprise Leadership Program, which included receiving one-on-one 360 degree feedback and coaching. Of all potential leaders identified, 93 per cent successfully completed the training.

We also accredited 12 of our employees as coaches, acknowledging their skills and knowledge and ability to provide direction and support to colleagues. This is part of our approach to building both leadership capability and internal coaching capability across the Group, providing development opportunities for both leaders and team members.

Additionally, we provided targeted Women in Leadership training for employees identified as having senior leadership potential, as part of our efforts to increase diversity in our leadership teams, and minimise pay disparities.

## Supporting Psychological Wellbeing



As a Group, we recognise that the psychological wellbeing of our people is as critical as their physical safety, and in 2022, we took steps to enhance our wellbeing focus. Throughout 2022 we:

- published a Group Procedure on Mental Wellbeing in the Workplace to set expectations around the healthy and supportive work environment we will provide our people
- delivered coaching for leaders across the business to understand the new procedure
- worked with areas across the business to identify existing work practices which support or hinder mental wellbeing and developed plans to address issues and leverage opportunities
- celebrated R U OK Day through engaging guest speakers to share their perspectives and experiences with our people.

In 2023 we will continue work to develop a Mental and Emotional Wellbeing roadmap which details how we can continue to support the emotional wellbeing of our people.

# Inclusive and Flexible Workplaces

We are passionate about creating a workplace that's inclusive and supportive; a place where everyone can truly be themselves. We know that diversity fosters innovation and better connections, and helps individuals, teams, and ultimately our business to thrive.

This year, we continued to deliver the initiatives outlined in our Diversity and Inclusion Plan 2021, and started developing our Diversity, Inclusion, and Belonging Roadmap 2023–25, which we expect to release in early 2023.

Our approach to diversity, inclusion and belonging focuses on three areas:

1. **Community partnering:** we work with the communities in which we operate to deliver social and economic support as well as business sustainability.
2. **Inclusivity:** our work environment is one in which all individuals are treated fairly and respectfully, have equal access to opportunities and resources, and can contribute fully to their own as well as our organisation's success.
3. **Flexibility and equity:** we treat all of our people equitably, and support our people to balance their lives with work, while separately identifying and addressing the drivers of pay inequity across the business.



## Progress against our Diversity and Inclusion Plan

### Initiatives delivered in 2022

#### Community Partnering



- Progressed our Reconciliation Action Plan, including adding RAP artwork to work vehicles
- Supported Fitted for Work to help prepare disadvantaged and vulnerable women enter the workforce
- Formed partnership with humanitarian visa entrant support group Career Seekers as part of our Cadet program

#### Inclusivity



- Conducted an organisation-wide survey to learn about our people and how they experience inclusion and belonging
- Established LGBTQIA+, Indigenous and Disability employee networks
- Provided more women's, unisex and gender-neutral workwear options
- Launched our Ageing Workforce Strategy

#### Flexibility and Equity



- Accredited as a Family Friendly Workplace
- Retained Work180 endorsement as a good workplace for women
- Focussed on inclusive hiring practices



**SPOTLIGHT ON:**



## Establishing our Diversity, Inclusion and Belonging Council

Reflecting our commitment to celebrating and fostering a diverse workforce, in May 2022 we established our Diversity, Inclusion and Belonging Council (DIB Council), chaired by our Managing Director Frank Tudor. The DIB Council includes two representatives from each of our business units, alongside senior leaders from across our business.

The Council's role includes championing and advocating for tangible actions that help unleash the potential of a diverse workforce, providing input into the Diversity, Inclusion and Belonging Roadmap, and helping to implement its initiatives.

The Council has helped drive a number of achievements across the Group including the establishment of three new employee networks sponsored by senior executive leaders. These networks will help support all our employees in feeling like they can bring their whole selves to work – allyra, a Pride Employee Network for LGBTQIA+ employees and allies, our Indigenous Employee Network and our Disability Network.

**SPOTLIGHT ON:**



## Our Group Receives Family Friendly Workplace Accreditation

Our Group is now one of the first 70 Australian businesses to receive a Family Friendly Workplace Accreditation.

Family Friendly Workplace accreditation is a joint Parents at Work and UNICEF initiative, which provides employers a way to benchmark their policies against best practice. It also helps give potential employees an understanding of whether a workplace will allow them to reconcile their family and care-giving responsibilities with their work responsibilities.

Our accreditation follows the release of our Supporting Families Initiative in 2021.



# Addressing Gender Equity and the Gender Pay Gap

Focussing on our gender pay equity position continues to be important for our Group. This year, the gender pay equity position in our Group when comparing like-for-like roles remained at 1.0 per cent. This follows a reduction from 2.8 per cent in 2020 to 1.0 per cent in 2021. Gender pay gap data provided to the Workplace Gender Equality Agency (WGEA) benchmark report – the difference in the average pay of all men and women across all roles in the organisation – saw the pay gap increase from 17.6 per cent to 24.2 per cent. As part of efforts to address gender equity and pay gap issues, we have set a commitment to increase participation for women across our Group to 40 per cent by 2030 in two primary areas – the pipeline to senior leadership and career entry pathways. These targets align with 40:40:20 gender diversity targets (that is, employee population ratios of 40 per cent men, 40 per cent women and 20 per cent of any gender).

## Pipeline to Senior Leadership

### Management and Leadership Roles

- Target: 40 per cent women by 2030
- Interim Target: 36 per cent by 2026
- Current Position: 28 per cent

## Career Entry Pathways

### Graduate Program

- Target: 40 per cent women by 2026
- Current Position: 29 per cent of graduates commencing in 2022

### Apprentices

- Target: 40 per cent women by 2030
- Interim Target: 25 per cent by 2026
- Current Position: 14 per cent of apprentices commencing in 2022

### SPOTLIGHT ON:



## Women in Leadership

To support our ESG goals, we need a diverse and thriving team that is reflective of the communities we represent. Improving our gender balance at senior leadership is a key focus of our commitment to our targets.

In 2022 we achieved a significant increase in the number of women in leadership positions in the Group, with 40 per cent of our most senior leadership group (comprising General Managers and the executive Leadership Team) being women.

Many of these senior leader appointees were internal promotions, highlighting the depth of talent in our business, as well as the effectiveness of initiatives supporting more diversity in recruitment, such as unconscious bias training rolled out in 2021, and targeted Women in Leadership training.

Supporting programs for women in leadership will continue to be a focus for us as we continue to strengthen and embed strategies to increase opportunities for participation and address common barriers within the industry.

### SPOTLIGHT ON:



## Establishing allyra, our LGBTQIA+ alliance

Following feedback from our 2022's People survey, which identified opportunities to enhance the feeling of belonging for LGBTQIA+ team members, the Group's employee pride network was launched in October, with a call out to interested LGBTQIA+ staff and allies to get involved.

The alliance, known as allyra – an Indigenous name for a quartz gemstone – contains both the words 'All' and 'Ally' reflecting a focus on inclusivity.

Priorities for the network in 2023 will include planning activities for key days including the International Day Against Homophobia, Biphobia and Transphobia (IDAHOBIT) in May, and Wear it Purple Day in August, where team members are encouraged to wear purple to express their support for LGBTQIA+ members of the community.

**CASE STUDY:**



## Building a Sense of Belonging

“Put a little effort in, and you’re going to get a lot back in return.”

That’s the view of proud Dharug woman Debbie Gower, the inaugural Chair of the Indigenous Employee Network, established in 2022, about work under way to improve how our Group engages with Indigenous Australians.

Debbie, who works as a Construction Scheduler for Zinfra in Sydney, said that a priority for the network is helping build a sense of community for Indigenous team members, and a sense of belonging in the Group.

“It’s important to us to be people our Indigenous staff members can turn to for advice about working here, as well as providing advice to the business about how to attract Indigenous people to work for us, and to retain them so they can grow in their careers,” Debbie said.

“There are some real success stories with people we’ve employed on projects in regional and remote areas through our apprenticeship programs so far, and it would be great to see more.”

The Indigenous Employee Network is also providing insights about the best ways to engage with local Indigenous communities when we are working on their traditional lands.

“It’s important to understand that Indigenous people are not just one group, and different mobs will have different priorities and ideas about what’s important. You can see that at the moment with the discussions around the Voice to Parliament,” Debbie said.

“Through the Network, we’ve been able to connect people in the business who are managing projects with Indigenous employees who can talk to them about what’s important to the mob in that area, and the best way to engage on the ground.”



We were proud to celebrate NAIDOC Week in Darwin with an event to mark our Pipeline to Success program receiving national accreditation



Debbie Gower, Indigenous Employee Network Chair

Supporting Debbie, the first Indigenous Employee Network members are:

- George Stockwell, proud Kamilaroi and Gundungurra man and a Gas Service Technician, based in Sydney
- Geraldine Cook, proud Indigenous woman from the Alywarre, Eastern Arrernte and Keyetejer people and an Apprentice Gas Pipeline Mechanical Operator at our Mt Isa Compressor Station in Queensland
- Kerrard Minniecon, whose Indigenous heritage flows from the Kubi Kubi (Gubi Gubi) people and South Sea Islander heritage from Ambrym Island, Vanuatu, and who works for Zinfra Operations North, based in Townsville
- Bryce Barrett is proud to be from Gimuy and Wulubarra Yidinji country, and is a Lineworker based in Brisbane, Queensland.

Establishing the Indigenous Employee Network is one of several Group initiatives to build stronger relationships with Indigenous Australians, alongside our Reconciliation Action Plan and Pipeline to Success mentoring program in the Northern Territory.



NAIDOC Week was celebrated by our people across the country, including (clockwise) co-hosting a Kup Murri in Mt Isa, smoking ceremonies in Sydney and celebrating our Pipeline to Success program in Darwin

# Sustainability Data Centre Supplement

Our CY2022 Sustainability Report uses the disclosure framework set out by the Global Reporting Initiative (GRI) to provide an overview of our sustainability performance throughout the reporting year. In keeping with the GRI reporting framework, the following index highlights where information has been disclosed throughout this report. In some instances information will be reported on directly in the index and is also available in the data centre on our Group's Sustainability Hub.

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<b>GRI 2-1</b>	Organisational details	Who We Are and What We Do	8
<b>GRI 2-2</b>	Entities included in the organisation's sustainability reporting	Who We are and What We Do, About this Report	8–9
<b>GRI 2-3</b>	Reporting period, frequency, and contact point	Who We are and What We Do, About this Report	8–9
<b>GRI 2-6</b>	Activities, value chain, and other business relationships	Delivering Energy Services and Products	10
<b>GRI 2-7</b>	Employees	Who We Are and What We Do, Our People	8, 65
<b>GRI 2-8</b>	Workers who are not employees	Who We Are and What We Do, Our People	8, 65
<b>GRI 2-22</b>	Statement on sustainable development strategy	Message from the Managing Director and Chair	6
<b>GRI 2-29</b>	Statement on sustainable development strategy	Community Engagement	57
<b>GRI 3-1</b>	Process to determine material topics	Sustainability at our Group, Our Material Topics ( <i>further information is available on our Group Sustainability Hub</i> ).	11, 12
<b>GRI 3-2</b>	List of material topics	Sustainability at our Group, Our Material Topics	11, 12
<b>GRI 3-3</b>	Management of material topics	Sustainability at our Group	11

<b>Standard</b>	<b>Disclosure</b>	<b>Section</b>	<b>Page</b>
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<b>GRI 201-2</b>	Financial implications and other risks and opportunities due to climate change	Reporting our Sustainability Journey, Other Disclosures	13
<b>GRI 302-1</b>	Energy consumption within the organisation	Greenhouse Gas Emissions and Energy Used, Environmental Footprint	22, 23
<b>GRI 302-3</b>	Energy intensity	Greenhouse Gas Emissions and Energy Used, Environmental Footprint	22
<b>GRI 305-1</b>	Direct (Scope 1) GHG Emissions	Greenhouse Gas Emissions and Energy Used	22
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<b>GRI 305-4</b>	GHG emissions intensity	Greenhouse Gas Emissions and Energy Used	22
<b>GRI 306-1</b>	Waste generation and significant waste-related impacts	Environmental Footprint, Waste Management	23, 25
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<b>GRI 413-1</b>	Operations with local community engagement, impact assessments, and development programs	Community Engagement	57

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<b>GRI 203-1</b>	Infrastructure investments and services supported	Community Investment	60
<b>GRI 203-2</b>	Significant indirect economic impacts	Community and Social Performance	44
<b>GRI 204-1</b>	Proportion of spending on local suppliers	Local Suppliers	63
<b>GRI 403-1</b>	Occupational health and safety system	Spotlight on: Establishing a Group-Wide OHS System	67
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<b>GRI 403-5</b>	Worker training on occupational health and safety	Worker Safety Training	69
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