



Delivering Australia's Energy Future

2021 SGSPAA Group Sustainability Report





Did you know Jemena is an Aboriginal word derived from the Wagiman language meaning to 'hear, listen, and think'?

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, present, and emerging.

Pictured: artwork prepared by Aboriginal artist Chern'ee Sutton from Mount Isa for our Group's Reflect Reconciliation Action Plan.



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Introduction

Our 2021 Sustainability Report details how we're transforming our business to deliver the energy services and products our customers and communities want and need.

Our sustainability approach begins with our vision and our actions are guided by our shared values.



Our Vision:
.....
Creating sustainable energy solutions with communities

Our values guide how we interact with the communities we serve, our customers, stakeholders, and each other in order to achieve our vision.

In 2021, following broad consultation and a series of workshops with our people we delivered a new set of values for our Group. Our new values are shared across all businesses within our Group and are underpinned by a set of standards which provide guidance on how our people can bring our values to life.

Our values are complemented by our SAFE Commitments which foster a safety culture across our Group.

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



NET ZERO EMISSIONS



Our Ambition

To adapt to the evolving future as we head towards net-zero emissions (scope one and scope two) by 2050 delivering a mix of fuels and services safely, reliably, and affordably.

2021 Sustainability Highlights

Climate and Environment

Commissioned the Western Sydney Green Hydrogen Hub – Australia’s most comprehensive hydrogen project

Began construction of Australia’s only biomethane-to-gas-injection project at Malabar in Sydney

Developed and released a sector leading Green Finance Framework

Established an Emissions Reduction Working Group to develop our emissions reduction targets

Community

> \$500,000
in direct community contributions

Ranked **32** in Australia’s **Top 40** Workplaces to Give Back

Established the *Uniting Energy Assist Program* in conjunction with Uniting Vic.Tas

171 Aboriginal People received job readiness mentoring and support through the *Pipeline to Success Program*

Contributed to **11** Better Together initiatives as part of the Energy Charter

Established the Voices for Power CALD Community Program in New South Wales

>\$130,000
invested via our Group Grants Program

>71 hours
spent volunteering throughout 2021

Released our inaugural Modern Slavery Statement

Customers

> 1.8 million
customers

40
Ovida customers

> 1.49 million
customers of the
Jemena Gas Network

> 370,400
customers of the
Jemena Electricity Network

> 54,800
solar connections on the
Jemena Electricity Network

39
customers accessing
pipeline services

<\$2.5 million
in bill relief for **37,000** customers
impacted by COVID-19

8.7 out of **10** Electricity
Distribution Customer
Satisfaction Score

8.4 out of **10** Gas Distribution
Customer Satisfaction Score

80.5
Group Reputation Score

Our People

2800 +
employees

1,192
front-line field crew

Over 55%
of our people worked from home
during the COVID-19 Pandemic

74%
of our people recommend the
Group as a great place to work

1.8%
year-on-year decrease in the
gender pay gap

57 apprentices and trainees
employed through our Zinfra
traineeship program

Launched our new Supporting
Families Approach

Renewed partnership with the
Work180 network as an endorsed
employer for women

Safety

TRIFR 2.0
recordable injuries per 1M hours worked

SIFR 3.2
significant incidents per 1M hours worked

Financial

\$217 million
net profit after tax

\$390 million
capital expenditure






\$197 million
total tax paid¹

\$477 million
in employee benefits paid

¹ Total tax paid for CY2020. 2021 income tax return to be lodged in July 2022.

TRIFR: Total Recordable Injury Frequency Rate
SIFR: Significant Incident Frequency Rate
CALD: Culturally and Linguistically Diverse

2021 Group Performance

Performance Measure	Rating	Year End Commentary
Safety <ul style="list-style-type: none"> • TRIFR: Total Recordable Injury Frequency Rate • Asset Safety 		Safety performance has exceeded CY2021 targets, over-achieving the HSE Strategy target ahead of schedule.
Finance <ul style="list-style-type: none"> • NPAT: Net Profit After Tax • ROE: Return on Equity 		The financial performance of our business exceeded targets for 2021, due to a strong focus on operating costs.
Customer and Operations Defined index of market-specific customer and operational performance indicators		Despite challenges resulting from COVID-related border closures and lockdowns, and significant operational impacts from extreme weather events, a strong focus on supporting customers and communities ensured the business performed strongly across all market segments against Customer and Operations-related KPIs.
Our People Workforce Engagement		Workforce engagement exceeded the target, reflecting continued efforts to support employees throughout the COVID-19 Pandemic as well as the maturation and implementation of the Group's Diversity and Inclusion Strategy.
Reputation Group Reputation Score		The Group recorded a reputation score of 80.5 in CY2021, representing an increase of 3.2 on CY2020 results and an increase of 5 on CY2019 results.

 Achieved  Did not meet YE target

Message from our Chair and Managing Director

Welcome to our *2021 Sustainability Report: Delivering Australia's Energy Future*. This year's report provides an update on our sustainability journey as we transform our business to achieve our net-zero ambitions while we continue to provide our customers with reliable and affordable energy solutions.

For the second year in a row, global events have significantly shaped how we operate, and we are immensely proud of the commitment and resilience our people have shown when responding to the twin challenges posed by the energy transition and the COVID-19 Pandemic.

Like many organisations, our response to the Pandemic matured during 2021, and we delivered a suite of services and supports (such as battery back-up for vulnerable customers, energy literacy training, and financial counselling) for our customers who were most impacted by the Pandemic. We also took steps to minimise the impact of stay-at-home orders by rescheduling planned electricity outages (which occur to facilitate maintenance work) so that our customers were able to continue using their home appliances during lockdown periods.

The safety of our workers also continued to be of prime importance throughout 2021, and we successfully maintained work-from-home arrangements throughout much of the year for more than half of our people. For our frontline people, we continued to adjust our COVID-19 Management Plans so they remained fit-for-purpose while also managing issues like worker fatigue and mandatory isolation.

As we move into 2022, we are thrilled to announce that we will be incorporating much of the support offered to our customers throughout the COVID-19 Pandemic into our day-to-day operations. As part of this work, we were particularly pleased to reach agreement with Uniting Vic.Tas to develop and deliver a bespoke support program for vulnerable customers: the Uniting Energy Assist Program. This program, which our Group piloted, is now considered a model for others in our industry to aspire to. In addition, as a result of Frank's role as Chair of the Energy Charter CEO Council, Energy Charter signatories committed more than \$1.5 million in funding in September 2021 to deliver a range of programs to support customers experiencing disadvantage.

It was against this backdrop, that we made significant progress in our sustainability journey, with the Group formally announcing early in the year our ambition to achieve net-zero (scope one and scope two) emissions by 2050. We have also formally established an Emissions Reduction Working Group, comprised of senior leaders from across the organisation, to help guide our sustainability efforts, while ensuring our business remains competitive and our customers are able to access the energy services and products they need. We expect our Emissions Reduction Working Group will lead transformation efforts at a macro level, while supporting our business areas to identify, develop, and test technologies that offer viable and cost-effective pathways towards achieving net-zero emissions.

As an energy infrastructure company and service provider, we know we have a critical role to play in supporting the transformation and decarbonisation of Australia's energy system and we believe that zero-carbon, renewable, gases—such as green hydrogen and biomethane—have an enormous role to play in meeting Australia's needs for decarbonised energy in residential, commercial, transport, and electricity settings. These technologies also provide a platform for Australia to create the zero-carbon export industries of the 21st century.

Australia has a natural advantage to produce green hydrogen and associated zero carbon products such as ammonia, steel, aluminium, and others given our endowments of natural and renewable resources, and existing human and capital resources in our energy and resources industries. We are also well-placed geographically to deliver these products to our closest neighbours, particularly parts of Japan and south-east Asia which have traditionally imported large quantities of the energy they use. Hydrogen can also play a key role in powering our own economy by delivering energy to the millions of homes and businesses which rely on gas to power their lives.

While we have confidence in hydrogen's business case, we also know we have much to learn about how it can be produced at scale, and in late 2021 we launched Australia's most comprehensive hydrogen project: *the Western Sydney Green Hydrogen Hub* to explore the application of hydrogen in a range of settings. This "living laboratory" (which is partly funded by the Australian Renewable Energy Agency (ARENA)) is now blending green hydrogen into the existing Jemena gas network in New South Wales and is expected to reach 23,500 residential customers, 100 commercial customers, and seven industrial customers. The Hydrogen Hub will also – via a partnership with Coregas – deliver hydrogen to a range of industrial and transport customers. It is our ambition that the Hydrogen Hub will demonstrate how cost-effective hydrogen can be produced at scale and made available to customers using existing infrastructure.

Our Western Sydney Green Hydrogen Hub forms part of our broader focus on renewable gas, which also saw us begin work in 2021 on Australia's only biomethane-to-gas-injection project: the *Malabar Biomethane Project*. We believe that renewable gases have the potential to revolutionise Australia's, and the world's energy systems, and we are well placed to develop and deliver these over the coming decade.

In September 2021 we also released our new vision and values statement. The statement reflects our shared focus on our customers, while clearly articulating many of the things we know to be integral to our Group's DNA.

Despite the many challenges presented by 2021, our people have made significant progress in our sustainability journey while continuing to deliver reliable, affordable, and safe energy services and products to millions of Australian homes and business each day. All of our people are to be commended for their efforts in this regard.

We would like to finish by acknowledging our customers, business partners, and all other stakeholders who have contributed to our achievements during the past 12 months.

We hope that you enjoy reading our 2021 ***Sustainability Report: Delivering Australia's Energy Future***.



Frank Tudor
Managing Director



Jiang Longhua
Chair of the Board

About Our Group

We are an \$11.5 billion energy infrastructure, maintenance, and services Group comprised of Jemena, Zinfra, and Ovida. We employ over 2,800 people who are located and operating across all Australian states and territories.

We deliver gas directly to more than 1.49 million homes and businesses in New South Wales and electricity to over 370,000 customers in Victoria.

Our extensive network of natural gas transmission pipelines connect gas from major points of supply to urban and regional centres where it is used to power our nation's industries and produce many of the products we use every day.

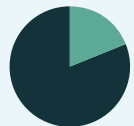
Through Zinfra, we deliver a comprehensive range of engineering, construction, maintenance, and operations services to the utility sector.

Our Group has equity interests in ActewAGL (EvoEnergy) and United Energy, and is backed by our shareholders Singapore Power (2007) and State Grid Corporation of China (2014). Our shareholders are experts in the energy sector and are playing a leading role in responding to the challenges and opportunities presented by the energy transition in their own jurisdictions.

This sustainability report focuses on the activities of Jemena, Zinfra, and Ovida in the 2021 Calendar Year.

Our Group's headquarters are located on Collins Street in Melbourne, Victoria.

Our People (as at 31 December 2021)



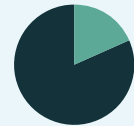
Permanent

Female: 474
Male: 2,024



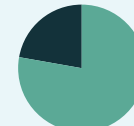
Temporary

Female: 82
Male: 235



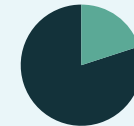
Full time

Female: 478
Male: 2,126



Part time

Female: 46
Male: 13



Casual

Female: 1
Male: 4

Our Locations and Assets

Gas/Electricity

- 1 ActewAGL Distribution Partnership (50%)

Gas

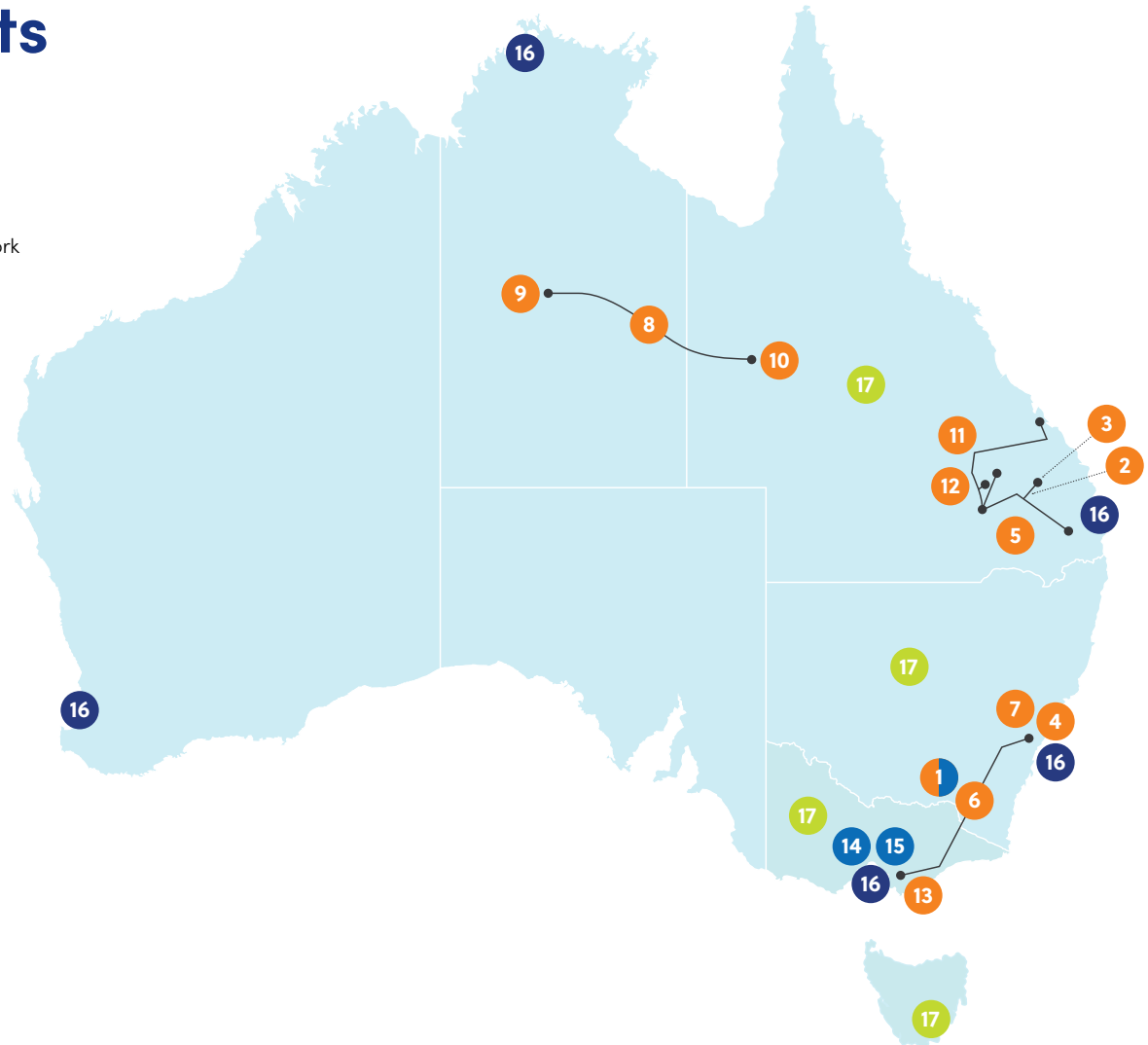
- 2 Atlas Gas Pipeline
- 3 Atlas Gas Processing Facility
- 4 Colongra Gas Transmission and Storage Pipeline
- 5 Darling Downs Pipelines
- 6 Eastern Gas Pipeline
- 7 Jemena Gas Network
- 8 Northern Gas Pipeline
- 9 Phillip Creek Compressor Station
- 10 Mount Isa Compressor Station
- 11 Queensland Gas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

Electricity

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

16 Jemena Offices

17 Zinfra



Climate and Environment

We will adapt to the evolving future as we head towards net-zero emissions (scope one and scope two) by 2050 delivering a mix of fuels and services safely, reliably, and affordably.



Our activities are helping us contribute to UN Sustainable Development Goals 7 and 13

Performance Snapshot



Commissioned Australia's most comprehensive hydrogen project to test the application of hydrogen in residential, storage, and transport settings



Began construction of Australia's only biomethane-to-gas-injection project at Malabar in Sydney



Formally established an Emissions Reduction Working Group to develop our emissions reduction targets in line with our ambition to achieve net-zero emissions (scope one and scope two) by 2050

Our View: Climate and Environment

As a leading energy infrastructure Group we take seriously the central role we must play in helping to combat climate change and we support the framework established by the Paris Agreement to avoid dangerous climate change.

Our view is reflected in our ambition to achieve net-zero scope 1 and scope 2 emissions by 2050 as well as our business strategy, and our refreshed vision: *creating sustainable energy solutions with communities*.

We are currently in the process of establishing clear emissions reduction targets for our Group, including an interim reduction target to 2030, to guide our business strategy and future reporting. We anticipate releasing details on these targets as well as additional information about our emissions reduction strategy in 2022.

Our Emissions Reduction Strategy

We are continuing to develop a multi-faceted decarbonisation strategy to be implemented over the short, medium, and long-term. Our strategy reflects the diversity of our business and asset portfolio. It is designed to deliver the following outcomes:

OUTCOME ONE	Deliver our net-zero by 2050 ambition (for scope 1 and scope 2 emissions) while supporting any interim carbon reduction targets applicable in the jurisdictions where we are operating.
OUTCOME TWO	Reduce the energy intensity of our operations and our impact on the environment.
OUTCOME THREE	Support the decarbonisation of Australia's energy system (helping to address scope 3 emissions) while maintaining energy system reliability.
OUTCOME FOUR	Empower our customers with innovative energy solutions.

To achieve the outcomes above we will focus on delivering operational efficiencies across our existing asset portfolio, while also developing new and emerging technologies.

Action Area One: Delivering Operational Efficiencies

We have identified a suite of initiatives and activities to deliver operational efficiencies while also reducing our energy use and impact on the environment.

Examples of initiatives currently under way or consideration include:

Focus Area	Project(s)	Description
Our Operations	Northern Gas Pipeline Improvement Program	Delivered operational efficiencies at the Phillip Creek Compressor Station which will also help reduce flaring and thereby GHG emissions. This project also reinforced reliability of the Northern Gas Pipeline. Complete
	Jemena Gas Networks – Unaccounted for Gas	A focus group has been formed to reduce unaccounted for gas leaks across our network in Dubbo by either reducing the pressure of the network or by repairing leaks. The team have so far been successful in reducing the total emissions released for our Dubbo network by reducing network capacity from 300 to 260 kPa. This has reduced our unaccounted for emissions by about 10 TJ (which is the equivalent of taking 1,200 cars off the road). Ongoing
	Jemena Electricity Network – Dynamic Voltage Control (DVC)	Jemena Electricity Networks is piloting Dynamic Voltage Control to manage customer supply voltages within a target range. DVC is also helping to reduce carbon emissions by reducing customer voltages, noting a 1% reduction in voltage could result in about 0.7% reduction in energy consumed. By reducing customer voltages, we could reduce the energy consumed by customers in our network by 29GWh per year. This translates to about 25kt CO ₂ emissions avoided per year, which is equivalent to the planting of 640,000 trees or the installation of rooftop solar (of average 6kW in size) in 3,500 homes. Ongoing
	International Partnerships	Established partnerships and MOUs with energy utilities across Europe, including Italgas and Snam, to facilitate information sharing and best practice across borders. Reflecting these partnerships, we are currently exploring opportunities to use drive-by-detection technology, first used in Europe, to detect gas leakages across our New South Wales gas network. Ongoing

Focus Area	Project(s)	Description
Transport	Fleet innovation	Continued use of Australia's first electric elevated work-platform truck (the electric cherry picker). The Electric Cherry Picker will reduce Jemena's carbon output by 30 tonnes per year. Purchase of a number of hybrid and EV passenger vehicles (for delivery in 2022). Complete
	Use of technology	Using technology to minimise transport between interstate locations. Ongoing
	Fuel Cell Electric Vehicles	Piloting, in conjunction with Coregas, hydrogen refuelling technology to support a growing fleet of fuel cell electric vehicles, which are powered by hydrogen, across New South Wales. Ongoing
Building Management	Installation of solar PV	At our Broadmeadows, Tullamarine, and Greystanes sites we have installed and commissioned solar panels to power site operations. We continue to explore the installation of additional solar and battery storage technologies across the rest of our portfolio (where we own the site). In addition, we are considering: <ul style="list-style-type: none"> • Installing sensors for critical infrastructure to measure the plant's effectiveness, • Indoor air quality measurement tools which evaluate the effectiveness of HVAC systems, and • Other carbon offsets at site such as tree planting programs to reduce the carbon footprint of our sites. Ongoing
Waste Management	Waste Management	Continued to adhere to measures introduced in 2019 to reduce the amount of waste sent to landfill, noting work-from-home orders throughout the year saw this program effectively paused. Ongoing
	Recycling Programs	Committed to continuing our Simply Cups program which in 2019 saw 15,000 coffee cups collected and recycled from our Melbourne office alone. Ongoing

Action Area Two: New and Emerging Technologies

We know that technology will prove crucial in helping our economy respond to the challenges presented by climate change and in 2021 we welcomed the *Low Emissions Technology Statement* (the second statement released under the Commonwealth Government's Technology Investment Roadmap), as well as the *Bioenergy Roadmap and the National Hydrogen Strategy*. Together these plans provide a clear signal to businesses like ours about how we can best deliver Australia's energy advantage, while creating jobs, decarbonising our economy, and ensuring Australian homes and businesses are able to access reliable and affordable energy.

We also recognise that our services and products contribute to the emissions profile of our customers and that we must develop and implement the breakthrough technologies identified in the plans above. This will assist our customers to decarbonise their supply chains and activities. We also see great opportunity to grow our business by contributing to the development of a renewable gas sector.



CASE STUDY: The Future Fuels Cooperative Research Centre

The Future Fuels Cooperative Research Centre (CRC) is an industry-based research, development and demonstration partnership which is focussed on the decarbonisation of Australia's energy networks. Our Group became a founding participant of the CRC when it commenced in 2018 and we have been involved in projects which focus on:

- delivering the full potential of low-carbon fuels in the energy supply mix.
- finding safe and reliable solutions to repurpose existing infrastructure and develop new infrastructure to transport future fuels.
- informing coordinated national policy and regulation associated with low-carbon fuels.
- protecting and extending the reliability and safe operative life of energy infrastructure.
- enabling the structures, protocols, and linkages to maximise the value of global low-carbon fuel developments for Australia.

The CRC has three key research programs:

Future fuel technologies, systems and markets: Understanding the technical, commercial and market barriers to, and opportunities for, the use of future fuels (Program 1).

Social acceptance, public safety, and security of supply: Studies the social and policy context, including public acceptance and safety, for future fuels technology and infrastructure (Program 2).

Network lifecycle management: explores advances in design, construction, and operation relevant to Australian energy infrastructure (Program 3).

Our Group will contribute approximately \$1.35M over a 7-year period, in the form of cash and in-kind resources as part of the program.

Action Area Two: New and Emerging Technologies

Since they were established, Australia’s gas networks have continued to evolve having first transported Town Gas in the late 1800s to more recently delivering natural gas to millions of Australian homes and businesses since the start of the 1960s. Today, we stand at the precipice of another great evolution of our gas networks by developing and using renewable gases such as hydrogen and biomethane. Given our role in operating some of the country’s most important gas assets, including the Jemena Gas Network which delivers natural gas to more than 1.4 million homes and businesses across New South Wales, we are well placed to explore the development and commercialisation of these breakthrough technologies.

Gas: A Fuel in Transition and a Transitional Fuel



Natural Gas

1960s to 2000s

Transition to natural gas from town gas in major population centres.

Development of major gas transmission pipelines, including the Queensland Gas Pipeline (1991) and Eastern Gas Pipeline (2000).

LNG Export Industry established, connecting the Australian gas industry with the world.



Natural and Renewable Gas

Today

Australian gas sector worth more than \$244B to the Australian economy.

Australian gas exports supporting the decarbonisation of emerging economies.

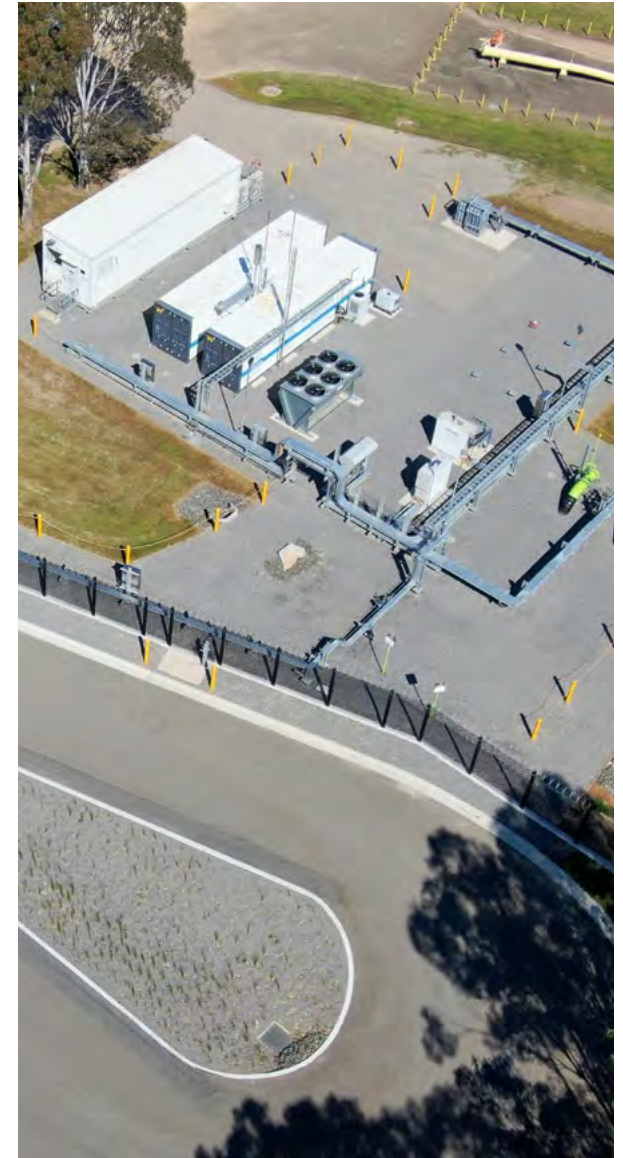
Development of the renewable gas sector.



Renewable Gas

2050

Renewable Gas Sector established to support both domestic and export applications.



Jemena's Western Sydney Green Hydrogen Hub.

The Role of Hydrogen

Hydrogen is the most abundant element in the universe and possesses almost three times as much energy as natural gas (on a weight basis). On Earth, hydrogen is most commonly found in combination with other elements (namely oxygen) in the form of water. By developing and deploying innovative technology – which has been proven overseas – here in Australia, we are able to separate hydrogen from oxygen via a process known as electrolysis. The resulting hydrogen is then captured for use and storage in our gas networks and the oxygen is returned to the atmosphere. When the electrolysis process is powered by renewable technology the resulting hydrogen is referred to as green hydrogen and it emits zero carbon.

Like many in our industry we believe hydrogen has the potential to revolutionise Australia's energy system, while effectively converting intermittent renewable energy (such as wind and solar power) into a form of energy which can be stored, exported, and used over longer timeframes. Australia, with its abundant sun and space, is also well placed to develop and deliver this technology to power not only our own homes and businesses but those of our major trading partners, such as Japan and South Korea, who are looking for new renewable energy sources to power their economies.

Establishing the Western Sydney Green Hydrogen Hub

In late 2021 we commenced operation of Australia's most comprehensive hydrogen testing facility: the *Western Sydney Green Hydrogen Hub*. The hub will generate green hydrogen on site which will be either:

- injected into our New South Wales gas network where it will be blended with natural gas and used by homes and business across Sydney and New South Wales,
- stored in our gas network for later use, effectively converting the gas network into a big battery, or
- used to power hydrogen fuel-cell vehicles thanks to our partnership with Coregas.

Our Group is partnering with the Australian Renewable Energy Agency (ARENA) and others to develop and deliver the Western Sydney Green Hydrogen Hub. Our Group and ARENA have jointly invested a total of \$15 million in the trial.

Exploring Biomethane's Net-Zero Potential

Like hydrogen, biomethane's use is being scaled up globally. Bioenergy is derived from plant and animal by-products, agriculture, farming, forestry and human wastes. When converted into biomethane, it is a reliable and responsive carbon neutral energy. Biomethane is also compatible with our existing gas infrastructure and can be easily injected into the gas network.

Bioenergy and waste-to-energy projects are widespread in the US and Europe, with Bioenergy Australia estimating that, globally, the sector employs more than 4.65 million people either directly or indirectly. In Australia, it's estimated the biofuels industry could provide 250,000 jobs, mostly in regional areas, and has the potential to avoid up to 9 million tonnes of carbon being emitted into the atmosphere each year.

Establishing the Malabar Biomethane Project



Group employees at the site of the Malabar wastewater treatment plant

We've partnered with Sydney Water to develop Australia's only biomethane-to-gas-injection project at the Malabar Wastewater Treatment Plant in south Sydney. The project is expected to initially generate around 95 terajoules of biomethane in a year – enough gas to meet the needs of approximately 6,300 homes. However, we expect the amount of biomethane we produce throughout the trial period will increase, and that we will be able to generate enough biomethane to meet the gas needs of around 13,300 homes by the end of the project.

The project is expected to remove 5,000 tonnes of carbon emissions from the atmosphere each year – the equivalent of taking around 4,500 cars off the road – and potentially 11,000 tonnes if scaled up to its full potential.

The \$14 million project is being jointly funded by our Group (\$8.1 million) and ARENA (\$5.9 million), and production at the facility is expected to commence in 2022.

If proven as an effective technology, we believe enough biomethane exists around our New South Wales gas network to meet the energy needs of our existing customer base.

Like hydrogen, biomethane can create a circular economy, repurposing waste from industries such as farming and manufacturing. Further, it can be used in a number of settings including for electricity generation, in transport, and as a source of household energy supporting cooking, heating, and hot water.



CASE STUDY:

Australia's First Renewable Gas Certification Pilot

In June of 2021 our Group, renewable energy accreditor GreenPower, and Energy Networks Australia partnered to launch an Australian-first Renewable Gas Certification Pilot. The pilot, to be delivered over two years, will enable gas customers to purchase verified and accredited renewable gas in much the same way that customers currently purchase renewable electricity from their energy retailer. It is anticipated that the pilot will inform the development of a certification scheme for broader implementation from the mid-2020s.

The program will first be applied to gas produced at Jemena's Malabar Biomethane project and will later be rolled out to other renewable gas projects across Jemena's New South Wales gas network.

Green gas certificates will be available to all New South Wales gas customers, with retailers providing the certification to residential customers and Jemena managing the certification process for commercial, industrial, and other large customers.

For more information about the pilot visit: www.greenpower.gov.au.



CASE STUDY:

Establishing a Renewable Gas Target

As part of a keynote address given at the 2021 Australian Energy Week our Managing Director, Frank Tudor, called for a Renewable Gas Target to be established.

Modelled on the success of the Renewable Energy Target (which focussed on the electricity sector) which came before it, we believe a Renewable Gas Target would help spur the development of renewable gas technologies and could see up to 9PJs of zero-carbon gas injected into our New South Wales gas distribution network alone. This would remove around 464,000 tonnes of carbon from the atmosphere each year, the equivalent of taking over 200,000 cars off the road.

A Renewable Gas Target will also give confidence to those hard to abate sectors – such as the manufacturing sector – which rely on gas as a feedstock, that they will be able to continue operating in Australia while decarbonising their supply chains.

Conservative estimates also suggest that by injecting renewable gas into Australia's gas grid, Australian energy consumers can save anywhere between \$12 to \$14 billion per annum in operating and capital costs associated with constructing new energy infrastructure assets from 2050.



SPOTLIGHT ON: Our Carbon Footprint

In FY2021 scope one Greenhouse Gas Emissions from Group operations increased by 16.89% to 752,477 tCO₂e (from 643,787 tCO₂e for FY2020). This variance reflects an increase in the global warming potential for methane by the Clean Energy Regulator from 25 in FY2019-20 to 28 in FY2020-21 (which equates to a 12% increase in reported emissions) as well as full year operation of the Atlas Gas Processing Facility (FY20 data reflected only partial operation of the facility throughout the calendar year) and an expansion of the Roma North Processing Facility in FY2021. Our Emissions Reductions Strategy, as outlined in this report, details the steps we are taking to decarbonise our operations (and thereby reduce our Scope one and Scope two emissions), while also lowering emissions across the energy sector (Scope three emissions).



SPOTLIGHT ON: Investing in the Victorian Clean Technology Fund

We're proud to continue providing financial support to the Victorian Clean Technology Fund (VCTF), a venture fund which invests in and assists the commercialisation of novel clean technologies. Established in 2003, the fund has invested in over 25 companies including:

Allume Energy

A Melbourne-based company with a vision of making rooftop solar accessible and affordable for residents in multi-tenanted buildings.

Capricorn Power

Capricorn Power's core technology transforms heat into low-cost electricity.

Southern Green Gas

A next generation renewable energy development company aiming to bring breakthrough technology to the global energy industry.

Gane Energy

Gane Energy has developed an industrial fuel substitute which delivers environmental, economic, and social advantages.

Customers

We strive to be a leading customer-service organisation which empowers our customers to take charge of how they access and use the energy they need to power their lives.



Our activities are helping us contribute to UN Sustainable Development Goal 7

Performance Snapshot



Concluded the Energy Network Relief Package which delivered over **\$2.5 million in bill relief for 37,000 customers** impacted by COVID-19



Contributed to **11 #BetterTogether Initiatives** as a founding member of the Energy Charter



8.7 out of 10 Electricity Distribution Customer Satisfaction Score



8.4 out of 10 Gas Distribution Customer Satisfaction Score



> 370,400 Customers on the Jemena Electricity Network



> 54,800 Solar Customers connected to Jemena Electricity Networks



> 1.49 million Customers of the Jemena Gas Network



39 Customers accessing pipeline services

Our Customers

Gas Distribution

	Total Customers	Volume (per year)
Residential		
Non-business home-owners or tenants using gas mainly for heating, hot water, and cooking.	1.45 million	29.7 PJ per annum
Commercial		
Small business and commercial properties using gas for space heating (offices, shopping centres) water heating, and commercial cooking.	36,106	11.3 PJ per annum
Industrial		
Mainly representing chemical production, manufacturing, and electricity generation.	383	49.1 PJ per annum
Total	1.49 million	90.1 PJ per annum

Electricity Distribution

	Total Customers	Volume (per year)
Residential		
Non-business home-owners or tenants using electricity mainly for heating and cooling, appliances and lighting.	341,227	1,425,707,696.929 kWh
Small Business		
Small business and commercial properties using electricity for heating, cooling, lighting, and operation of their equipment.	27,711	590,705,726.268 kWh
Large Business		
Mainly representing manufacturing, large infrastructure facilities, and data centres.	1,486	2,033,941,849.310 kWh
Total	370,424	4,050,355,272.507

Gas Transmission Services

	Total Customers	Volume (per year)
Producers Seek a route to market for their product.	7	80PJ per annum
Retailers Aggregate demand from hundreds of thousands of households and businesses.	11	93PJ per annum
Industrial Users 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.	16	68PJ per annum
Gas Fired Generation Gas is used to generate electricity in all states in Australia to meet peak demand, provide baseload power, and deliver system strength and security.	4	237PJ per annum
LNG Exporters The newest market segment, LNG exporters developed their businesses rapidly from 2012, resulting in one of the world's largest LNG export industries.	1	149PJ per annum

Services and Projects

Key clients include Ausgrid, AusNet, Energex, Ergon Energy, Energy Queensland, Hydro Tasmania, Jemena, Plus ES, Powerlink Queensland, TasNetworks, TransGrid, and United Energy.

Our View: Customers

Political, social, and technological forces continue to impact how our customers interact with each other and the world around them. These same forces also shape customer expectations of companies like ours, and we are committed to evolving both our service offering and how we engage with our customers so that we can continue to meet and exceed their expectations.

Our view is reflected in our Group Strategy, Our Strategic Priorities, and Our Values which all emphasise the importance of placing our customer at the heart of everything we do. Practically, our view is reinforced by our focus on technology and innovation, our leading role in driving positive customer outcomes across our industry, as well as the support we provide to vulnerable customers.

We also recognise the diversity of our customers and that a one-size-fits-all approach is not appropriate. Rather, we must continue to tailor how we work with our customers based on regular feedback and communication so that we have an informed understanding of their needs. This is not just good customer service, but also gives us a competitive advantage.

In this section we focus on the support and services we provide to our more than 1.8 million customers across our electricity and gas networks in Victoria and New South Wales.



Our Management Approach

Across our electricity network in Victoria, our service standards are set by Victoria's Electricity Distribution Code, which is overseen by the Essential Services Commission and the Australian Energy Regulator (AER). Our responsibilities under the Code are detailed in our [Customer Charter](#) which outlines our service commitments, service level guarantees, and our connection, disconnection, and reconnection processes. Our Customer Charter also provides details on our complaints and privacy policy.

For our gas customers in New South Wales our customer commitments are detailed in our 2020-25 Pricing Services Plan. The plan – which was developed in consultation with our customers – outlines how we intend to operate and evolve our gas network over the five year period commencing in mid-2020. The plan was endorsed by the AER in late 2019 and our performance against it will be formally reviewed by the end of the current price cycle.

Internally, our Customer and Commercial Team is responsible for managing strategic and day-to-day customer interactions and is directly represented on our leadership team. Our customer-related performance also forms a key performance indicator (KPI) category at a corporate level and is tied to incentive targets for all employees including our Managing Director and leadership team.

Externally, we are a founding member of the Energy Charter and have issued an Energy Charter Disclosure report each year since 2018-19 outlining our performance against the Charter's Principles.

Improving Our Customer's Experience

Our Customer Strategy focuses on meeting and exceeding our customer expectations so as to build trust and become a leading customer service organisation in a competitive and rapidly changing energy market. To do this we focus on activity in the following areas:

Listening

We actively engage with our customers and their representatives to understand their perspectives on the issues which matter most to them.

Technology and Innovation

We are using technology to improve our customer experience, making it easier for our customers to take charge of how they access and use their energy services and products both today and tomorrow.

Industry Advocacy and Leadership

We take seriously our role in driving positive change across our industry for the benefit of all energy customers.

Digitalisation

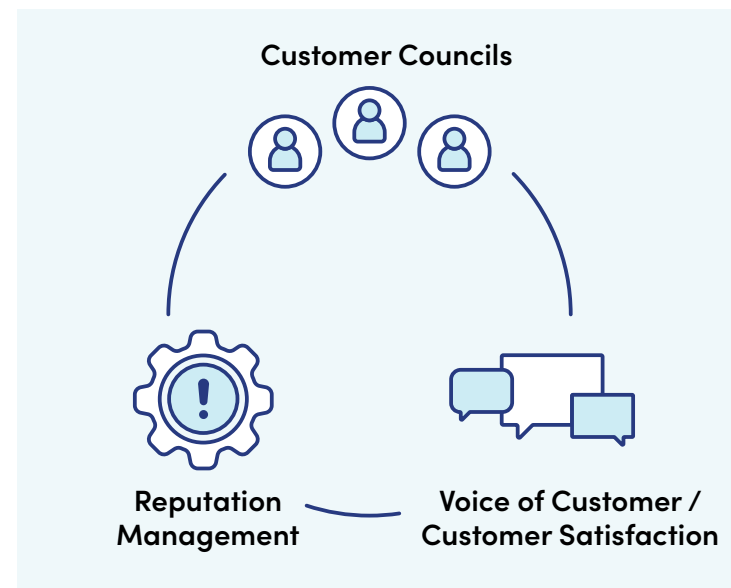
We're making use of technology to simplify our processes, making it easier for our customers to access the services and supports they need, when they need them.

Supporting Vulnerable Customers

Through our Corporate Social Responsibility Program we provide services and support to our most vulnerable customers. See the Our Communities section in this report for more.

Improving Our Customer's Experience – Listening

We believe our customers are best placed to tell us what they want, need, and expect from us as their energy service provider, and we have developed a number of programs and forums to help us hear directly from them. These programs give us quantitative data against which we can compare our year-on-year performance while also offering insight into customer preferences, brand sentiment, and their overall experience with our Group. We obtain customer insights through our Customer Councils, our Voice of Customer Program, and our Reputation Management Program.



Listening to the Voice of our Customer

Our Voice of Customer Program provides crucial feedback on our customer's experiences with our Group when interacting with us to access our products and services. Our intention through the program is to not only understand what went well, but to identify customer pain-points early on so that we can quickly troubleshoot and respond to emerging issues before they fully materialise. The Voice of Customer program is composed of work in the following areas:

Residential Customer Satisfaction and Reputation

We seek feedback from customers who access services across our electricity and gas networks in Victoria and New South Wales with a view to understanding what went well, while also identifying areas for improvement. We then compare this data against our peers so that we have a clear view of industry trends and a benchmark against which to evaluate our own performance.

Customer Journeys

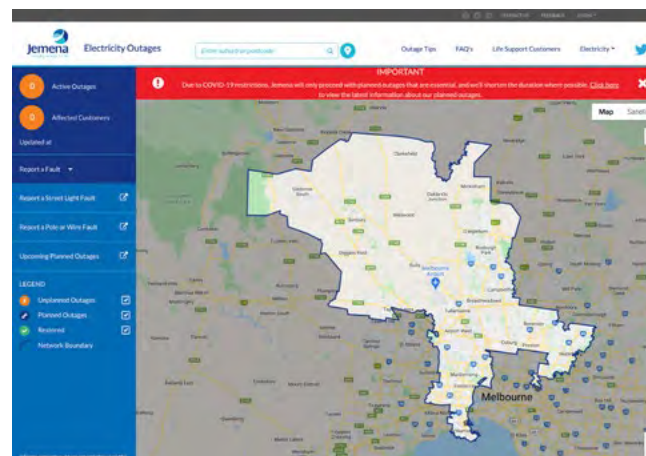
When customers seek a service or support from our Group (such as a new energy connection) they may engage with us on multiple occasions via multiple communication and service channels. Throughout this journey we seek feedback from our customers in order to identify pain-points and improvement opportunities. This information is then collated by our team of in-house customer experience experts who are empowered to deliver improvements to our customer service program.



IN FOCUS:

Keeping Our Customers Up-To-Date During Outages

Through our Voice of Customer program, our customers consistently told us that we could improve how we communicate with them during power outages. They told us that while being informed about a power outage is useful, we could better tailor the information we provide to our customers and make this information available through a range of service channels. In response, we have reviewed how we use SMS technology to notify our customers of a power outage, and we have increased the number of customers who now automatically receive an SMS advising them of an outage in their area from circa 10,000 customers in 2017 to just over 286,000 customers (or 78 per cent of our customer base) in 2021. We also completed an overhaul of our Electricity Outages portal on our Jemena website so that our customers can now pinpoint the exact location, cause, and anticipated restoration timeframe for an unplanned outage impacting their home or business. The portal now also enables the two-way flow of information so our customers can report outages, street-light faults, or an issue with an electricity pole or asset in their neighbourhood to us directly.



As a result of these changes, customer satisfaction in relation to how we communicate unplanned electricity outages increased from 8.8 to 9.1 across 2021.

Jemena's updated Electricity Outlook Portal.

Channel Interactions

We also know many of our customers will interact with us on a “one-off” basis, in response to a specific incident (such as a power outage) or with a “one-off” question. For these interactions a post-interaction survey is issued within one day to one week of the interaction taking place. Information from this survey is then used to identify improvement opportunities to enhance our customer’s experience.

Listening through our Reputation Management Program

Through our Reputation Management Program we hear directly from our commercial, industrial, and large customers, consumer advocates, retailers, and relevant third parties (such as government and industry stakeholders) about their experiences with our Group, our people, and our products and services. The program also gives us insight into perceptions of our Group’s impact on the environment and contribution to the communities where we operate. In recent years the program has also documented external perceptions of our response to the COVID-19 Pandemic. This information is obtained through a mix of qualitative interview work and an online survey which is issued in August of each year. The findings are then distilled into an overall reputation score for the Group as well as individual scores and recommendations for each of our Group’s business units. These scores form the basis of our Corporate Reputation KPI – which is a key corporate performance measure and is tied to the Group’s (including management’s) annual incentive reward.

Measuring our Performance

Our Voice of Customer and Reputation Management Programs provide us with useful data against which to evaluate our performance over time. This data is distilled into a Customer Satisfaction Score (for our Voice of Customer Program) and a Reputation Score (for our Reputation Management Program). These scores are then used as a baseline against which to set performance targets over the following five year period. In 2021 our scores across both programs continued to track strongly, reflecting our commitment to not only listening to our customers, but also to making changes in response to their feedback.

	2021 Target Score	2021 Actual Score	Details
Reputation Management Program	77	80.5	Evaluates stakeholder sentiment towards our Group’s products and services and perceptions of our ESG performance. Our 2021 score reflects an upward trend in perceptions of our Group’s reputation: <ul style="list-style-type: none"> • 2020 – 77.3 • 2019 – 75.5 • 2018 – 72.8
Voice of Customer	8.5	8.7	Jemena Electricity Network in Victoria
	8.4	8.4	Jemena Gas Network in NSW

Customer Councils

Established in 2011, our Customer Councils give a voice to our customers by actively seeking feedback on our business and business strategy from consumer advocates and community representatives who are connected to and able to best represent them. Since they were established, the Councils have proven to be a trusted source of advice for customer initiatives across our business and were instrumental in shaping our Price Reset engagement plans, our price paths, and the design of our community partnerships program. Our Customer Councils consist of the following representatives:

Jemena Electricity Networks

- Energy Users Association of Australia
- Australian Energy Council
- North Link
- CSL Behring
- Brotherhood of St Laurence
- Clean Energy Council
- Emerging Technologies Research Lab, Monash University
- St Vincent de Paul
- Ai Group

Jemena Gas Networks

- Australian Energy Council
- Bluescope Steel
- Council on the Ageing, New South Wales
- Energy and Water Ombudsman, New South Wales
- Energy Users Association of Australia
- Ethnic Communities' Council of New South Wales
- New South Wales Business Chamber
- Orica
- Public Interest Advocacy Centre
- St Vincent de Paul Society
- Borg Energy

Improving Our Customer's Experience – Industry Advocacy and Leadership

The Energy Charter

Established in 2019, the Energy Charter is a CEO-led initiative of 18 Australian energy companies, spanning the breadth of the energy supply chain, who have committed to working together for the benefit of all Australian energy consumers. As a foundation member of the Energy Charter, we have committed to reporting against the Energy Charter's principles as well as the recommendations made by the Independent Accountability Panel in our annual Energy Charter Disclosure report. Our 2020-21 Energy Charter Disclosure report, which was issued in late 2021, highlights a range of customer-focussed achievements made across our Group and is available in full in the reporting section on our [Group website](#).

Our 2020-21 Energy Charter Disclosures Report also details the leadership role our Group is playing at an industry level by highlighting the 11 #BetterTogether initiatives our people have led or been involved with throughout the period. These included initiatives like our new 24/7 Connections Process, a partnership with EnergyAustralia, which allows Victorian customers with a smart meter to energise a property on the same day of their

request. Before implementation, it was estimated that 20,000 Victorian customers (including 4,500 customers in our electricity network) during June 2018 to June 2019 were left without electricity supply when moving into a residence because the connection requests were initiated outside of business operating hours. As a result of implementing the initiative, in 2021 92.5 per cent of the 1,821 remote energisation requests we received were completed within 5 minutes of the request being made. To drive broader uptake of this program, we have engaged with all retailers operating in our electricity catchment area to drive increased participation in the program.

Our Group MD Appointed Chair of the Energy Charter CEO Council

Reflecting the leadership role our Group continues to play across the sector, in February 2021 our Group Managing Director, Frank Tudor, was appointed chair of the Energy Charter CEO Council. In this role Mr Tudor assisted Charter signatories to respond to the recommendations made by the Independent Accountability Panel in late 2020. Mr Tudor's role as Chair of the CEO Council complements his work as Chairman of Energy Networks Australia, which is tasked with providing governments, policy-makers, and the community with a single point of reference for major energy network issues in Australia.



CASE STUDY:

Extending the Energy Network Relief Package

Established in response to the national lockdown of March 2020, the Energy Network Relief Package offered support to eligible small business and residential gas and electricity customers across Victoria, New South Wales, and South Australia by deferring or waiving network charges (that is, the portion of a customer's bill attributed to energy distribution companies like Jemena) for those customers who had been financially impacted as a result of COVID-19. Implementation of the package required all parts of the energy sector to work together. Pleasingly, by the end of 2020 the Energy Network Relief Package had provided bill relief to over 37,000 Jemena customers and was worth over \$2.5 million.

In early 2021, we extended the Energy Network Relief Package for both our gas and electricity networks so that we could continue to provide direct financial support, including deferral and rebates, to our customers who were most in need. The package formally concluded in March 2021.

Improving our Customer's Experience – Technology and Innovation

In 2021 we delivered a suite of new product innovations so our customers can take charge of how they access and use their energy services and products.

Introducing Gas Meter Mate: Solving the Issue of Estimated Gas Bills

Historically, when a customer's gas meter cannot be physically accessed, and their usage manually recorded, they were issued a bill based on an estimate of their gas use. This bill is then later reconciled against an actual reading of their gas use. In most cases the difference between an actual and an estimated read is minor. However, for some customers the issue of "bill shock" can occur when there is a large discrepancy between the customer's estimated and actual gas use.

For customers at no-access sites (locations which are traditionally difficult to access and where estimated bills are often issued) we developed *Gas Meter Mate* - a smart phone application which enables customers to easily submit a self-read of their gas usage. This has helped to minimise the generation of estimated bills and instances of "bill shock" for these customers.

From August of 2021, during the peak of stay-at-home orders across New South Wales, *Gas Meter Mate* was made available to more of our customers and over 10,000 customers submitted a self-read using the app.

By reducing instances of estimated billing, *Gas Meter Mate* has helped reduce billing disputes, and increased customer confidence and satisfaction in our Group.

Launching EV Grid: Enabling Electric Vehicle Friendly Networks and Neighbourhoods

In early 2021 we announced details of a new \$3.4 million trial to help support growing adoption of electric vehicles across Australia while reducing the need for costly upgrades to electricity infrastructure.

The *EV Grid: Enabling Electric Vehicle Friendly Networks and Neighbourhoods* trial is a partnership between our Group and electricity distribution companies AusNet Services, Evoenergy (which our Group part owns), TasNetworks, United Energy and the Australian Renewable Energy Agency (ARENA).





The trial will see more than 170 electric vehicle owners across Victoria, the ACT, and Tasmania receive a 'smart wall charger' that will be up to three times faster than the regular charger commonly supplied with a new electric vehicle. The 'smart wall charger' will be supplied and installed for free, initially saving participants around \$2,000.

The smart charging technology will allow electricity networks, like Jemena, to dynamically adjust charging of an electric vehicle to a time when the electricity grid has more capacity, such as between midnight and 6am. This also coincides with times when electricity tariffs are lower, meaning customers will also likely benefit from lower energy bills.

Melbourne-based electric vehicle charging infrastructure company, JET Charge, is managing the distribution and installation of the smart-wall chargers.

Lessons from the *EV Grid: Enabling Electric Vehicle Friendly Networks and Neighbourhoods* will be shared with electricity retailers, electric vehicle manufacturers, universities, government and other electricity industry stakeholders.

Improving our Customer's Experience - Digitalisation

Meet Niharika

"We believe that AI technology, alongside a strong customer service team, is an important component for the future of our customer experience."

Niharika Sharma, Jemena Contact Centre team member

Jemena
Bringing energy to life

Using Technology to Enhance Our Customer's Call Centre Experience

In late 2021, in partnership with customer experience and digital solutions experts StarTek, we took advantage of advances in voice-led artificial intelligence (AI) to enhance our customer's experience when they call us.

The new technology will use a mix of traditional speech recognition and natural language to enable customers to self-serve, and prioritise enquiries and other critical issues for faster response.

The changes will also ensure our customers are connected with the right part of our business sooner.

Security is also a very important part of the new technology. The new AI systems' advanced identification processes use existing customer records, such as the number called, or the customer's address to provide tailored information for each individual customer contacting us.

New Gas Network SMS Alert System

Historically, we have experienced difficulties proactively advising our customers of issues across our gas network in New South Wales. To improve our performance in this area, in 2021, we developed a New Gas Network SMS Alert System which provides our customers with proactive information about an outage on our gas network which may affect them. Our new Gas Network SMS Alert System has improved customer satisfaction and led to our contact centre receiving fewer inbound calls (which in-turn frees the team to respond to high priority calls, particularly those where people may have information about the cause of the issue, or a high level of concern about the impact of the outage on their business or property).



Automating and Reducing Manual and Paper Processes

In 2021, several teams across our Group implemented new automated and digital processes which have helped them deliver better services for our customers.

Using tools like SAP, SharePoint, and Microsoft Teams, our teams that service our pipelines, deliver pit-to-pole electricity connections for new buildings, and look after electricity metering services, are increasing workplace efficiencies by reducing manual processes. This has seen our field-crews spend more time 'on the tools' and less time on paperwork. In addition, management are able to more easily track the progress of a job and allocate new tasks to field-crew when they're out on the road – previously crew would have to return to their home depot to receive a new job.

Innovation Sees Jemena Perform Strongly in the Smart Grid Index

Jemena has achieved a strong result in the [2021 Smart Grid Index](#) benchmarking program.

The Smart Grid Index is a simple and quantifiable framework that measures smartness of power grids globally, in seven key dimensions (Monitoring and Control, Data Analytics, Supply Reliability, DER Integration, Green Energy, Security, and Customer Empowerment and Satisfaction).

The 2021 Smart Grid Index benchmarked 86 utilities across 37 countries/markets. Located in 20th spot, Jemena's index increased 8.9 per cent from 2020 and three key dimensions were identified as best practice: Data Analytics, Security, and Customer Empowerment and Satisfaction.

These advancements reflect Jemena's ambition to improve supply reliability by 30 per cent and solar reliability by 60 per cent by 2023 as part of work we're doing to prepare the grid for the future by improving the ability of our network to host additional solar, batteries, and electric vehicles.

Strong Communities

We pride ourselves on being an active member of the communities where we operate, and work responsibly and respectfully with local people to identify opportunities, address disadvantage, and leave a positive and lasting impact.

8 DECENT WORK AND ECONOMIC GROWTH **10** REDUCED INEQUALITIES

Our activities are helping us contribute to UN Sustainable Development Goals 8 and 10

Performance Snapshot



>**\$500,000** invested directly in major community partnerships and programs



>**\$130,000** invested in 13 grass-roots organisations via the Jemena Grants Program



Over **71** hours spent volunteering throughout 2021



Ranked **32** in Australia's Top 40 Best Workplaces to Give Back 2021



Our View: Strong Communities

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.

Our 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. Practically our view is brought to life through our Corporate Social Responsibility (CSR) Program which sets strategic guidelines for our community giving and support.

Our Management Approach

Oversight of our CSR Program is the responsibility of our Group's CSR Committee, comprised of a group of senior leaders from across our business. This Committee evaluates and endorses any proposed CSR program expenditure, paying consideration to the commercial, reputational, and societal impacts of any proposed spend.

On a day-to-day basis our CSR program is managed by our Group CSR Specialist, with support from stakeholder and subject matter experts across the Group. Together the CSR Committee, CSR Specialist, and business leads are responsible for setting the strategic direction of our community program, evaluating/assessing any proposed expenditure, and reporting on the program's outcomes to senior leadership. The team also seeks to raise awareness of our CSR program both internally and externally – helping provide an example of our “We Care” value in action.

Developing Our Corporate Social Responsibility Program

Each year we seek feedback from a range of stakeholders to ensure our Group CSR Program is focussing on the issues that matter most to the communities we serve. In 2021, we refined our program’s strategic focus to concentrate on delivering community benefits in the following 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 through enhancing energy literacy and support, particularly for vulnerable groups, and supporting activities that celebrate and bring communities together.

Community 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.

Our program is comprised of three activity streams:

Stream	Programs	Intended Outcomes
Flagship Programs and Partnerships	Pipeline to Success: Aboriginal Workforce Mentoring Program	Improving 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	Empowering culturally and linguistically diverse (CALD) communities to take charge of their energy use and bills.
	Uniting Energy Assist	Empowering vulnerable customers to take charge of their energy use and bills.
	Bright Future STEM Schools Program	Improving participation in the ‘workforce of the future’ (particularly for women) through engaging young children today in STEM jobs and careers.
Community Development	Community Grants Program Donations and Sponsorships Program	Improving social inclusivity and wellbeing by supporting charities, organisations, and businesses which are making a difference to their community.
	Emergency Relief Donations	Improving community resilience and wellbeing by providing essential financial aid to support short and long-term recovery following emergencies and crises.
Internal Programs	Get Out There and Community Link	Improving team member engagement and advocacy by providing financial or other support for the community causes that matter most to our people.



SPOTLIGHT ON: Our Flagship Programs and Partnerships

The Pipeline to Success – Northern Territory

In 2019 we completed construction of our \$800 million Northern Gas Pipeline which transports gas from Tennant Creek in the Northern Territory to Mount Isa in north-west Queensland. The community played a crucial role throughout the construction of the Northern Gas Pipeline, with many local people securing employment on the project either directly or through third parties (in fact more than 75 per cent of jobs on the project were filled by people from the communities surrounding the pipeline route). Throughout the Northern Gas Pipeline project we recognised the importance of supporting disadvantaged job seekers into the workforce, and, while construction of the project may have ended, our commitment to supporting local job seekers remains. In response, we continue to foster our long-standing partnership with Saltbush Social Enterprises as we continue to develop and deliver an industry-leading mentoring program: *Pipeline to Success*. This initiative aims to equip disadvantaged job seekers, many from Aboriginal communities, with mentoring skills so they can support other community members into gainful employment.



Above: participants in Jemena's Pipeline to Success program receive job readiness training at Saltbush Social Enterprises' Tennant Creek office

In 2021, the program saw 14 mentors take part in a six month paid on-the-job training course which equipped them with mentoring, communication, computing and other work-readiness skills. Our mentors were then empowered to deliver job readiness coaching to other members of their community, and we're proud that in 2021, 157 community members received support through the program.

The Pipeline to Success program is now being considered for accreditation as a formal course in Aboriginal mentoring by Australia's Vocational Education and Training (VET) regulator. If the course receives formal accreditation it will be able to be rolled out to communities across the country, and participants will exit the course with formal qualifications in mentoring.

Analysis conducted by the Australian Social Value Bank on behalf of Jemena found the program delivered over \$1.5M in positive social benefits in 2021 alone.

Voices for Power – New South Wales

With over 40 per cent of Australians having low levels of English literacy including many from a CALD (Culturally and Linguistically Diverse) background, we know navigating the energy system and things like energy bills can be confronting and complex. In response, we have partnered with other members of the energy industry (including national energy retailers AGL and Origin Energy, and New South Wales electricity distributors Ausgrid and Endeavour Energy) and civil society coalition Sydney Alliance to develop and deliver the *Voices for Power* project. Delivered in language, in culture, and in community, the *Voices for Power* project takes a 'Train the Trainer' approach to equip local community leaders from several different cultural and religious communities across Sydney with energy insights and information via a series of informative energy education workshops.



Above: the *Voices for Power* project is equipping participants with energy information which is delivered in language, in culture, and in community (photo taken pre COVID)

Leaders are then empowered to support others within their community to take control of their energy concerns, adopt simple energy safety practices, negotiate a better deal on their energy bills and more.

The *Voices for Power* project was launched in February 2021 and following a program co-design process, 15 community leaders became 'Energy Trainers' who went on to deliver workshops for 155 participants (a further 136 participants are due to receive training in early 2022).

True to its intentions, the program has connected in with over 39 community organisations, representing a suite of CALD communities across New South Wales. Participants were drawn from the Chinese, Nepalese, Lebanese, Iraqi, Filipino, Indian, and Latin American communities.

As a result of participating in the program, participants' overall reported knowledge of how energy is supplied to their home increased from 16 per cent to 97 per cent, and participants' overall reported confidence around speaking to retailers about payment difficulty increased from 3.96 to 8.81 (out of 10).

Uniting Energy Assist Program – Victoria

Launched in late 2021, *Uniting Energy Assist* is a partnership between our Group and Uniting Vic.Tas (Uniting) which seeks to empower customers living in our electricity network across Melbourne's north west with information to better manage their energy bills and access support programs, by offering free, over-the-phone home energy appointments.

The program continues our Group's long-standing relationship with Uniting who between 2018-20 delivered *Power Changers Community Connections* on behalf of the Group across Melbourne's north west.

Like the *Power Changers* program, *Uniting Energy Assist* will support people to access vital bill relief measures, like concessions and rebates, while also empowering them with energy saving tips to help them manage their energy use and bills.

It is anticipated that clients accessing the program could, on average, expect to obtain benefits worth up to \$450 each.

Prior to the *Power Changers* and *Uniting Energy Assist* program, Jemena was a member of the *Uniting Care Ring* program, which connects community members experiencing financial and other complex issues to a range of services including counselling, microfinance, in-home energy audits, and referrals to other relevant support agencies.

Bright Future STEM Program – Victoria

Delivered in partnership with the Australian Mines and Metals Association (AMMA), the *Bright Future STEM Program* aims to inspire the next generation of energy and STEM professionals by introducing children between the ages of nine to 12 to a range of hands-on activities, career pathways, and STEM leaders from within our business. The program focuses specifically on inspiring young women into STEM careers, noting that engaging children to study STEM subjects at an early age is vitally important in encouraging greater diversity within STEM workplaces.



SPOTLIGHT ON: Group Community Grants Program

Our annual Community Grants Program provides grants of up to \$10,000 to community organisations, not-for-profits, schools and charities who are looking to make a positive difference in their local community. Grants recipients are required to reside in either our electricity or gas distribution networks in Victoria and New South Wales respectively. In 2021, grants were provided to support initiatives which focussed on the issues of sustainability, diversity and reconciliation, and social disadvantage and social inclusion. We received 49 applications and awarded 13 grants worth \$10,000 each to the following recipients:



300 Blankets



Bridge Darebin



CatholicCare Sydney



Coburg Tennis Club



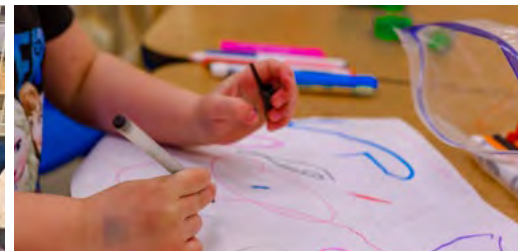
Community Tributaries



Footscray Learning Precinct



Gunawirra



KU Greenwood Children's Centre



Nourishing Neighbours



Northcott



The Shepherd Centre



Uniting Vic.Tas



Youth Insearch

Supporting Community Wellbeing and Resilience

While our flagship partnerships and community grants programs help us address systemic disadvantage in the communities where we operate, we recognise that the COVID-19 Pandemic, natural disasters and major weather events continue to challenge the communities we serve. To support community wellbeing and resilience through these challenging times, in 2021 we provided financial and in kind support to a range of community organisations whose focus, either directly or indirectly, helps build community resilience while also fostering a sense of connectedness. In total, we provided more than \$170,000 in support to organisations including:

Donations

\$20,000

Kids Under Cover (Victoria)

\$17,500

Royal Flying Doctor Service
(Queensland, Northern Territory)

\$10,000

Stars Foundation (Northern Territory)

\$10,000

RACQ Capricorn Helicopter Rescue Service
(Queensland)

\$7,500

Tennant Creek Women's Refuge
(Northern Territory)

Emergency and Crisis Relief

\$100,000

Donation to support mental wellbeing for communities and health workers responding to COVID-19 in New South Wales and Victoria

Austin Health, Western Health, St Vincent's Hospital Sydney, Dubbo Hospital, Westmead Hospital

\$10,000

Donation to thank NSW SES for their community response following flooding across New South Wales Hawkesbury and Penrith Units

In-kind donation of 130 tablets to community partners in various States and Territories to support ongoing service delivery

Saltbush Social Enterprises, RACQ Capricorn Helicopter Rescue Service, Austin Health, Sydney Alliance

In-kind donation of 100 laptops to support people in need across New South Wales and Victoria during COVID-19 lockdowns

Brotherhood of St Lawrence, St Vincent de Paul Society Victoria

Supported emergency and crisis relief efforts in response to natural disasters (such as floods) throughout 2021



IN FOCUS: Through Fires and Floods – Working with Emergency Services

High winds, hailstones, floods, bushfires, heatwaves and earthquakes – Australia knows how to throw severe weather and emergency situations at its communities. A major milestone in putting communities on a path to recovery after a natural disaster is maintaining or promptly restoring their gas or electricity supply.

In these situations, we work closely with fire and emergency services, and often have our team members co-located in their command centres. This is so we can provide advice to emergency services about potential impacts to and dangers posed by our energy infrastructure, and so that they can provide information to us which helps us position our field crews to be able to return infrastructure to service as soon as safely possible.

In March 2021, major floods affected much of NSW, including major population centres along the Hawkesbury and Nepean rivers. Thanks to a combination of the dedication of our highly-skilled field crew, their knowledge of the potential impacts of flooding on our infrastructure and data and insights from emergency services, we were able to maintain gas supply throughout and after the floods.





SPOTLIGHT ON: Responding to the Covid-19 Pandemic

Like many other organisations operating across the country, the COVID-19 Pandemic continued to challenge how we deliver our services throughout 2021. As in previous years, our prime focus throughout the year was on ensuring our customers were able to access the energy they need reliably, while maintaining the safety and wellbeing of our own people – many of whom are in the field – as well as that of the community. Given the geographical diversity of our business, 2021 also saw us remain agile when responding to COVID-19, adapting our response to local conditions and state-based government mandated health measures.

Keeping our Field Crew Safe

Our field crew help us deliver essential energy services to our customers each and every day by maintaining the integrity of our gas and electricity networks in New South Wales and Victoria. Their work is critical, and unlike our office-based employees, cannot be done remotely. To ensure the safety of our people in the field, we built on our COVID-19 Management Plans – which were first established in 2020 – reflecting lessons we have learnt throughout the pandemic. Our plan sets out expectations in relation to:

- personal hygiene
- maintaining effective physical distancing between work crews where practicable and restricting physical interaction between crews

- the use of protective equipment including face masks and face shields
- travelling in Group vehicles
- workplace density requirements; limiting workers to no more than 25 workers in any 100m² indoor space at any time in accordance with government guidelines
- minimising cross depot/work group interactions
- staggering work start/finish times and lunch breaks where practicable to minimise congestion at peak times
- ensuring workers work with the same work crew where practicable (e.g. avoid rotations)
- workers having their own personal equipment, such as pens and stationary and wipe down any commonly used items
- permitting only essential visitors onsite and in the field, who are subject to entry requirements
- calling customers ahead of visiting external sites to establish whether a customer is in isolation or quarantine.

Planned Network Maintenance

To ensure the safety and integrity of our gas and electricity networks in New South Wales and Victoria, we continually reviewed our Planned

Network Maintenance Programs throughout 2021. We did this to not only ensure system integrity but also to minimise the impact of vital maintenance work on our customers, particularly at times when stay-at-home orders were in place. We also took steps to ensure that those customers who were impacted by an outage as a result of planned maintenance had received sufficient advanced notice of the outage as well as information on any assistance available to them.

Offering Batteries During Planned Outages

For our electricity customers with medical needs we continued offering portable batteries free of charge for use during planned outages. This service is also available to other customers who need continuous power supply for other reasons.

No Disconnections for Customers Experiencing Financial Stress

We know many of our customers experienced financial distress as a result of the COVID-19 Pandemic, and in addition to providing direct financial support through the *Energy Network Relief Package* we also took steps to ensure no customer's energy supply was disconnected as a result of non-payment in accordance with requirements set by the Australian Energy Regulator (AER).



CASE STUDY: A Workplace That Gives Back



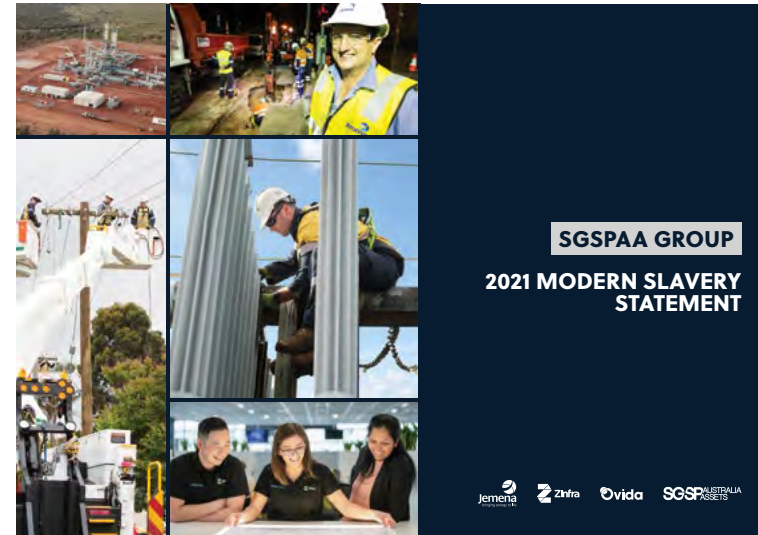
From helping people from remote Indigenous communities to become work-ready, to enhancing energy literacy for people from diverse backgrounds, to donating laptops and tablets to help community members work and study from home during the COVID-19 pandemic, we are deeply invested in helping make the communities we work in better places.

This means we are delighted to have been recognised for the second year running as one of Australia's Top 40 Best Workplaces to Give Back. These annual awards highlight companies who are making a real difference in the community through championing initiatives like staff giving and volunteering, donations, fundraising, sponsorships, and other social good activities.

Recognising the particular challenges of the past two years, during a global pandemic, we have also joined industry-wide initiatives including offering free batteries for life support customers, announced an Energy Network Relief Package to support vulnerable customers throughout the COVID-19 Pandemic, and contributed to a \$1.5 million customer support fund run and managed by the Energy Charter on behalf of signatories.

Supply Chain Management

In 2021 we released our inaugural Modern Slavery Statement in accordance with the Modern Slavery Act 2018. Our Statement outlines the steps we've taken 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. Our second Modern Slavery Statement is anticipated for release in mid-2022 and will outline progress our Modern Slavery Working Group has made as part of our plan to address potential instances of modern slavery across our supply chain. For more information and to view the next iteration of our Modern Slavery Statement visit: www.jemena.com.au.



Safe and Inclusive Workplaces

We're focussed on making our Group a great place to work – we promote the safety, health, and wellbeing of our people, value their diversity and are working to ensure an inclusive culture.



Our activities are helping us contribute to UN Sustainable Development Goals 3 and 10

² Internal assessment of gender pay gap comparing male and female pay for similar roles. The WGEA benchmark report shows our pay gap has decreased from 18.7% to 17.6% across all roles.

Performance Snapshot



TRIFR 2.0 Recordable injuries per 1M hours worked



SIFR 3.2 Significant incidents per 1M hours worked



Reduction in the gender pay gap² **from 2.8 per cent in 2020 to 1.0 per cent in 2021**



Welcomed **8 new graduates** to our Group, **57 apprentices and trainees**, and **1 new cadet**



74 per cent of employees recommend the Group as a great place to work



Renewed partnership with the Work180 network as an endorsed employer for women



Launched our Supporting Families approach inclusive of our new Group Parental Leave Policy



Matured our response to the COVID-19 Pandemic to protect our people and communities

Our View: Safe and Inclusive Workplaces

The wellbeing of our people underpins our success and we are committed to ensuring our Group is not only a safe place to work, but also one in which the diversity of our people is valued and celebrated.

Our view is reflected by our new values, particularly our *Better Together* value – which states that we value the diversity of our people, and that we work together to achieve great outcomes – and our *We Care* value – which highlights the importance we place on the safety and wellbeing of our people and our communities.

Our Management Approach – Diversity and Inclusion

Our *Diversity and Inclusion Plan 2021* establishes a framework to foster the culture and behaviours necessary to build an inclusive workplace. The plan has been developed with input from our people and our volunteer Diversity and Inclusion Committee – which is responsible for developing organic, grass-roots, support for diversity and inclusion initiatives across the Group. The plan is formally managed by our Group Employee Experience Manager and Team.

Developing our Diversity and Inclusion Plan

Our Diversity and Inclusion Plan identifies actions and activities across three key focus areas which form the basis of our diversity and inclusion strategy:

Focus Area One: Community Partnering

We will partner with the communities in our operational areas to provide social and economic support to promote diversity and inclusion in our workplace and the communities we serve.

Focus Area Two: Inclusivity

We will continue to build an inclusive environment that embraces diversity and provides a place where people feel valued and can contribute.

Focus Area Three: Flexibility and Equity

We are embedding flexible working arrangements that recognise the diverse needs of our workforce where everyone is treated equitably. We're committed to supporting our people to balance their lives, while separately identifying and addressing the drivers of pay inequity across the business.



SPOTLIGHT ON: Our Diversity and Inclusion Plan

Focus Area One: Community Partnering – Our Inaugural Reflect Reconciliation Action Plan

We recognise Aboriginal and Torres Strait Islander peoples as the Traditional Owners and Custodians of the lands on which we operate, and we pay our respects to their elders past, present, and emerging.

Our vision for reconciliation is to foster an inclusive environment for Aboriginal and Torres Strait Islander peoples, and, in late 2020 we launched our Group's first Reflect Reconciliation Action Plan (RAP). Endorsed by Reconciliation Australia, our inaugural Reflect RAP set out the steps we took in 2021 as we prepared ourselves for reconciliation initiatives in successive RAPs. Our Reflect RAP has been developed in accordance with Reconciliation Australia's guidelines and focuses on:

1. **Relationships:** strengthening and building relationships with Aboriginal and Torres Strait Islander peoples and communities in the areas where we work and operate.
2. **Respect:** from these relationships, our people will gain a better understanding and respect for Aboriginal and Torres Strait Islander peoples, culture, and histories.

3. **Opportunities:** we will seek to find opportunities to work together with Aboriginal and Torres Strait Islander peoples, communities, and businesses.

Progress against our Reflect RAP is managed by our RAP Working Group which is made up of senior representatives from across our Group and is chaired by Peter Iancov, Managing Director of Zinfra. For more information about our RAP visit: <https://jemena.com.au/about/about-us/our-community>.

Focus Area One: Community Partnering – The Cadetship to Career Program

The Cadetship to Career Program is a youth employment initiative jointly developed by The Smith Family and the Business Council of Australia. The program provides tertiary students, supported by The Smith Family's Learning for Life scholarship, with a structured pathway to undertake paid work placements each year of their studies and develop valuable skills and knowledge to help kickstart their career.

The Cadetship to Career Program demonstrates the power of community partnering to address disadvantage and provide disadvantaged youth with meaningful and practical opportunities

that give them a pathway to re-engage with the community and job market.

In 2021 we hosted seven cadets across a range of business areas including Human Resources, Finance, Corporate Affairs, and Digital.

Focus Area Two: Inclusivity

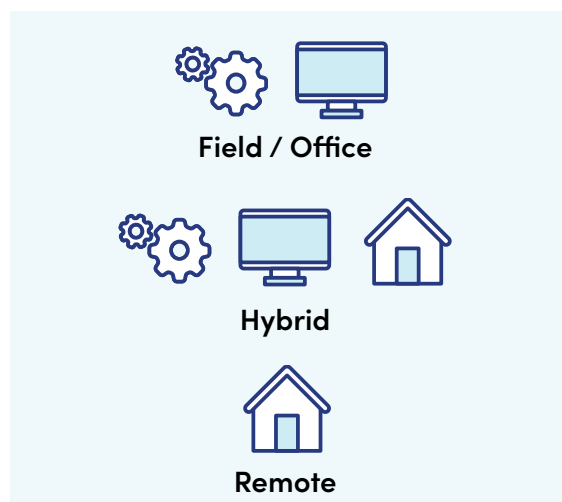
Through our Diversity and Inclusion Committee we have identified a range of key diversity milestones for recognition and celebration throughout the year. These milestones and days reflect the diversity of our people, while fostering an inclusive culture across our Group. While the COVID-19 Pandemic and work-from-home orders have limited our ability to celebrate these events physically together, in 2021 we successfully modified our approach and celebrated them online. As a bonus, this gave us the ability to hear from community members and guest speakers connected to each day/milestone from across the country. In 2021, we celebrated:

- South and Southeast Asian Solar New Year
- Ramadan
- Lunar New Year
- International Day of Women and Girls in Science
- International Women's Day

- Harmony Week
- International Day Against LGBTQIA+ Discrimination
- National Reconciliation Week
- NAIDOC
- Wear It Purple Day
- Diwali
- International Day of People with a Disability
- Naravariti.

Focus Area Three: Flexibility and Equity

In response to the COVID-19 Pandemic, our people quickly adapted to new ways of working with over half of our people working-from-home throughout 2020 and for much of 2021.



Just as our response to COVID-19 matured throughout 2021, so too did our approach to working from home. In 2021 we formalised our ways of working approach which removes geographic boundaries and enables remote working where possible, paying consideration to the suitability of the arrangement for each individual position. Depending on their role, our people may work in the field/office, remotely, or engage in a combination of the two.

Our people have adapted well to this new model and we have seen great progress in the way our people collaborate, interact, and motivate themselves and each other. We have also seen an increased focus on outcomes and improved processes as we continue to evolve remote working.

Focus Area Three: Launching our Supporting Families Initiative

During 2021 National Families Week, which celebrates the vital role that families play in Australian society, we launched our Group's Supporting Families initiative. The initiative is made up of two key parts – an updated Parental Leave Policy and our Supporting Families Guide.

Updated Parental Leave Policy

In 2021, we updated our Parental Leave Policy to reflect contemporary best practice as well as employee expectations of a leading employer. This has seen us review our Parental Leave Policy to ensure it is gender neutral, to suit all

family types, while ensuring it offers equitable parental leave for all parents. We also extended the policy to cover the first 24 months following birth, adoption, or the establishment of legal guardianship. In addition the revised policy:

- will see employees receive superannuation payments throughout the non-paid period in the first 12 months of taking parental leave
- has no minimum service eligibility meaning all permanent employees can access parental leave regardless of their tenure with the company
- supports 14 weeks paid parental leave for the primary carer or 28 weeks at half pay
- allows up to five days of personal leave entitlement for partner leave, in addition to the current two weeks offered.

Supporting Families Guide

To complement our updated Parental Leave Policy we have also created a Supporting Families Guide, which connects existing family benefits across the Group. This reflects our acknowledgement that team members are at different stages of life, and have different needs. The guide details:

- parental leave options available to employees
- the Group's approach to flexible work
- domestic and family violence support
- caring for others
- wellness and mental wellbeing support.



IN FOCUS:
Encouraging Women into STEM-Based Careers



I started as an accountant, and then moved into IT. Be confident to learn. Ask questions. Be curious. The most transferable skill is that ability to learn!

Sudha Sharma
 Data Architect, Jemena



In 2020, we were proud to be endorsed as an employer of choice for women by Work180 – an online jobs and career resource which screens employers based on the support they provide for women and those identifying as female. In 2021 we took the next step in our partnership with Work180 and were thrilled to take part in a campaign

designed to showcase and encourage women to consider applying for careers in STEM-based (Science, Technology, Engineering, Mathematics) fields.

The campaign – titled *24 Companies to Follow to Build a Career in STEM* – kicked off in August and featured profiles and insights from women working in businesses such as Amazon Web Services, BHP, and J.P. Morgan. The campaign also featured Data Architect Sudha Sharma from our Digital and Analytics Team who was able to share her experiences working in the technology and energy sector (both of which are traditionally male dominated). Speaking to Work180 Sudha stated that: *“for women thinking of joining the IT industry, it is one of the most rewarding and versatile careers ranging from hardcore development, platform configurations to creative designing and setting industry benchmarks.”*

Work180's *24 Companies to Follow to Build a Career in STEM* campaign complements our partnership with the Australian Mines and Metals Association's (AMMA) Bright Future STEM program, which – timed to coincide with International Day of Women and Girls in Science on 11 February – saw some of our female leaders present to children at Coolaroo South Primary School and Gladstone Park Primary about what it's like to work in the energy sector and how they started their careers. Like the Work180 campaign our partnership with AMMA is designed to encourage women – from an early age – to consider pursuing careers in STEM. Read more about our Bright Future STEM program in the Strong Communities section of this report.



Evolving our Group Safety Approach

Developing our Group HSE Strategy

Historically we have had a technical approach to Health, Safety and Environment (HSE) performance and compliance. However, we recognised that to mature our ways of working and safety performance, we needed to shift to a more holistic safety mindset; one which manages HSE issues by adopting a risk-based approach combined with the application of people-centred positive psychology.

Following extensive consultation with our people, our Group HSE Strategy for 2020–2024 was formally approved in late 2020. To inform the strategy, a diagnostic was undertaken to establish a robust HSE baseline. The diagnostic reviewed the Group's HSE systems and approach, visited operational sites, and sought feedback from team members across the Group. The results told us:

1. The right foundational systems and practices were in place to manage HSE.
2. Opportunities existed to align HSE work across the Group, clarify roles, and simplify systems and processes.
3. We could improve understanding of our HSE vision and direction, organisational design, framework and systems, and execution.

Following the diagnostic, our Group partnered with external experts to establish our HSE strategy. The strategy sets our HSE targets for the 2020–24 period and has been informed by HSE science and best practice, as well as an analysis of the cultural shift required to achieve and sustain world-leading HSE performance across our Group. Our Group HSE targets focus on:

- shifting from an organisational benchmark of “Calculative” to “Proactive” as defined by the Hudson Model
- maintaining our enterprise safety risk rating at or below “High”
- maintaining a sustainable Total Recordable Injury Frequency Rate (TRIFR) of less than three.

Priority Areas

To deliver our strategy our Group has identified a suite of HSE priority areas for action. These are:

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 environment 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.

To deliver on our HSE targets our strategy sets our activities across each of the results areas. These activities will be implemented and consistently reviewed over the strategy period.



IN FOCUS: National Safe Work Month

Every October, National Safe Work Month provides an opportunity for our people to consider their role in helping establish our safety culture. This year's National Safe Work Month theme – Think Safe. Work Safe. Be Safe – provided inspiration for a suite of activities – many of which were delivered remotely due to the COVID-19 Pandemic. Some of the activities delivered as part of this year's National Safe Work Month include:

- Critical Risk Procedure Rollout covering safety in relation to working at height, worker fatigue, driving, and underground services/excavation.
- Panel with members of our field workforce who discussed the safety and wellbeing issues associated with different working conditions.
- Working from home discussions focussing on ways to manage feelings of isolation, communicating remotely, and ergonomics.
- Stop Unsafe Work Campaign, designed to encourage employees to feel comfortable and empowered to stop an unsafe task, while providing guidance on how to constructively address risk.

Fostering a HSE Culture

To help bring our HSE strategy to life we established a Group HSE Vision, centred on Safety First and our SAFE commitments – four powerful statements that reflect our shared safety vision and focus. Our SAFE commitments are:

- **SIMPLE** - I keep it simple, to enable safe outcomes
- **ACCOUNTABLE** - I speak up, listen and learn
- **FOCUS** - I focus on managing critical risks
- **EVERYTIME** - I do it safely, every time.

Throughout 2021, to help our people understand how each of the commitments relate to them and their work, we ran a campaign focusing on one of the commitments each quarter. Through the campaign we explored each statement, while also challenging our people to consider how each statement relates to the way in which we work.



2021			
Q1	Q2	Q3	Q4
Accountable	Focus	Simple	Every time
I speak up, listen, share and learn	I focus on managing critical risks	I keep it simple to enable safe outcomes	I do it safely every time



HSE Performance

Our HSE performance forms part of our Group KPIs and is directly tied to our remuneration and rewards framework. In 2021 we set ourselves a Total Recordable Injury Frequency Rate (TRIFR) of less than four and an asset safety performance target of 88 per cent. We are pleased our safety performance outperformed these targets in 2021 with the Group recording a TRIFR of 2 and an asset safety score of 97.9 per cent.

Lead KPIs	Target	Actual
Significant Incident Investigations Completed on time	100%	100%
Significant Incident Actions Completed on time	100%	100%
HSE Audit/Inspection Actions Completed on time	100%	96%
HSE Audits YTD Completed vs Planned	100%	90%
Lag KPIs	Target	Actual
Significant Incident Frequency Rate (SIFR)	<4.0	3.2
Total Recordable Injury Frequency Rate (TRIFR)	4	2.0

Above: Overview of Group HSE KPIs

Our strong Group HSE performance reflects the performance of our market and corporate functions throughout the CY21 year. All functions performed above the index target of 90 except for Services and Projects (Zinfra) who achieved a score of 89 as a result of audit actions not being completed as scheduled.

Supporting Employee Wellbeing

The Wellbeing Gateway

We know that the mental wellbeing of our people is crucial to their overall health and happiness both in their professional and personal lives. While we have a long history of supporting the mental wellbeing of our people, the COVID-19 Pandemic has forced us to reconsider how we deliver mental wellbeing services with many of our people working remotely as a result of isolation or work-from-home orders. In response we have delivered the Wellbeing Gateway an online mental health and wellbeing companion to support our people to thrive at work, in health, and in life. Developed by Assure Programs, who deliver the Group's Thrive counselling service, the Wellbeing Gateway offers our people and their families access to the following services and supports:

- online coaching and counselling with a qualified and experienced health professional in real-time
- financial support - the Wellbeing Gateway has partnered with 'Map my Plan' to offer independent financial information and strategies tailored to the needs and individual circumstances of our people
- access to articles, videos, and e-learning across a diverse range of topics to guide our employees work, health, and life journey
- access to dietician approved recipes and videos to try out at home
- desk stretching and strength training videos.

Keeping our People Safe During the COVID-19 Pandemic

We have continued to remain agile and adapted our approach in response to the COVID-19 Pandemic and health orders set by governments in the areas where we operate throughout 2021. Throughout the year, this saw us update our COVID Management Plans to support our people to work from home (where possible) or in a COVID safe way when attending our sites. We also encouraged our people to get vaccinated throughout the course of the year as part of regular communications issued across the business. Following this, from 1 December 2021 we determined that all people attending our sites and offices (with the exception of our Queensland team members who are instead required to meet state, client, and principal contractor requirements) will be required to be fully vaccinated against COVID-19.

This approach is consistently taken across our workforce, including our field and office based employees.

We believe that by getting vaccinated and putting safety first we will continue to support our customers, clients, communities and each other to efficiently operate our business and reliably deliver the essential energy infrastructure we operate and manage that millions of Australians rely on every day.

Approaching Sustainability

Our vision reflects our commitment to provide sustainable energy solutions to the communities we serve.



Performance Snapshot



Released our second Sustainability Report for CY20



Released our inaugural Modern Slavery Statement



\$300 million invested in energy assets under our sector-leading Green Finance Framework



Our activities are helping us contribute to UN Sustainable Development Goals 3, 7, 8, and 13.

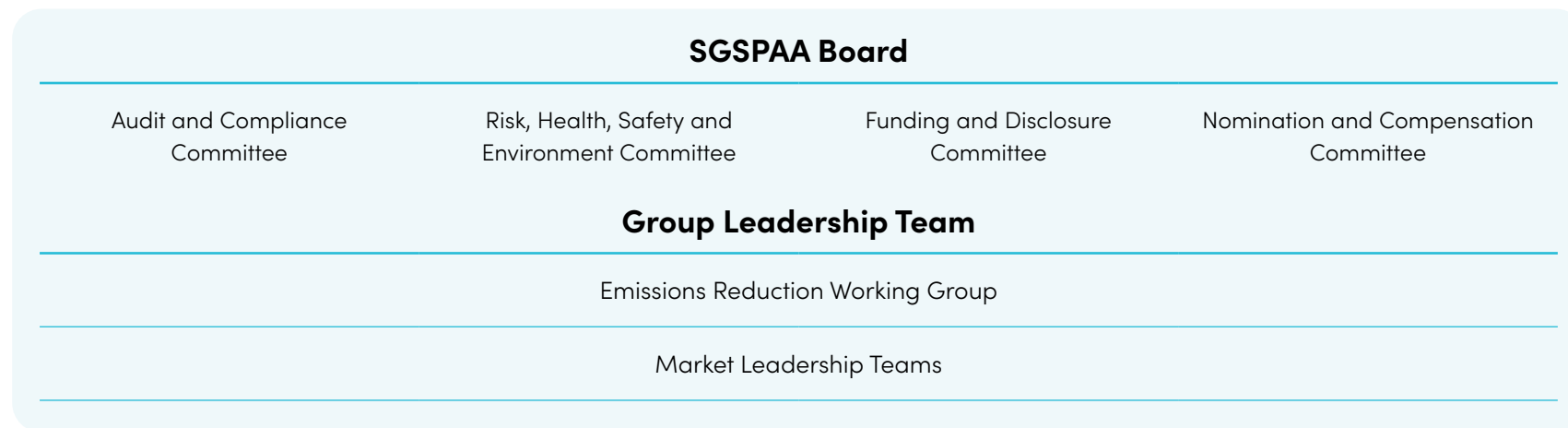
Our Management Approach

Our sustainability strategy is underpinned by strong governance arrangements which are designed to consider the risks and opportunities that climate change poses for our business and the value of our assets over the short, medium, and long-term. Climate-related risks and opportunities are managed by our Leadership Team, led by our Managing Director, with risk oversight provided by our Risk, Health, Safety and Environment Committee as per our Group’s Risk Management Framework. Ultimately, oversight of climate-related risks and opportunities is the responsibility of our Board in line with the Group’s strategy and business objectives. Our Board consists of eight Directors, of whom four are appointed by State Grid Corporation of China (SGCC) and three of whom are appointed by Singapore Power. Our Managing Director is appointed jointly by both of our Shareholders, and our Chairperson is chosen from the four (SGCC) appointees. Two of our Board Members must meet specific independence criteria.

Our Board also considers climate-related risks and opportunities as part of investment decision-making, and climate-related risks and opportunities are addressed by the Board as part of their strategic planning process.

Management

Our Managing Director is the most senior individual with responsibility for responding to the risks and opportunities presented by climate change, with day-to-day accountability for sustainability management delegated to business leads across our Group. In 2021 we also established an Emissions Reduction Working Group to develop and implement a whole-of-Group strategy that delivers business value while enhancing our decarbonisation efforts. Composed of senior representatives from across our Group the Emissions Reduction Working Group is also leading the development of our emissions reductions targets taking into account industry best practice, global and local policy positions, and relevant modelling.



Above: the Group’s Climate Change Governance Framework



Bribery and Corruption

Our Group Code of Conduct and associated training program establishes expected standards of behaviour and performance in relation to:

- How our people interact with authorities
- Fraud and corruption
- Diversity and inclusive behaviours
- Procurement and contracting (including conflict of interest)
- Privacy and personal information.

Our people receive regular training on the above as part of an annual online training program.

Our Group also publishes substantial internal standards, checklists and guidelines which govern all procurement, financial, legal and operational transactions to ensure good governance and best practice probity in tenders and procurement activity. These standards include:

- Procurement Procedure
- Procurement Evaluation Process and Governance Plan Guide
- Tender and Award Manual for Procurement Activities
- Tender Governance Plan and Evaluation
- Day In The Life Scenario Procure to Pay.

Lobbying, Political Donations and Involvement

Our Group does not donate to political parties or support direct or affiliated party political fundraising activities, and has not done so for a number of years.

According to the organisation's Delegation of Financial Authority, donations or contributions to political parties (irrespective of amount) are permissible only with specific authority of our Group Board. In practice, however, this has not been activated.

While management does interact with politicians and officials at a federal, state and local government level, this is limited to matters relating to the safety, security or reliability of the energy market, our assets, or other relevant energy policy or regulatory matters. The organisation complies with all Federal and State Government transparency and reporting obligations for lobbying and direct engagement and does not involve itself in any party political matters, express political views or candidate preferences.



CASE STUDY: Delivering our Green Finance Framework

Developed in collaboration with global investment banks HSBC and ING, our Green Finance Framework is believed to be the first of its kind delivered by a traditional energy company operating in Australia.

The Framework, released in August 2021, will see our Group use funds raised from green instruments such as bonds, loans, and promissory notes to finance and/or refinance projects which will have a positive impact on the environment.

The framework is a natural evolution of our Group's Sustainability Strategy which focuses on supporting the development of new technologies as part of the energy transition, and is designed to give confidence to investors that they are backing projects which will make a difference in lowering carbon emissions, while also helping to create the energy system of the future.

Through the fund, net proceeds of green instruments will be used to fund projects in four major categories: renewable energy, energy efficiency, clean transport, and climate adaptation.

In December 2021 the first investment under the framework, an investment of \$300 million in private funds, was made.

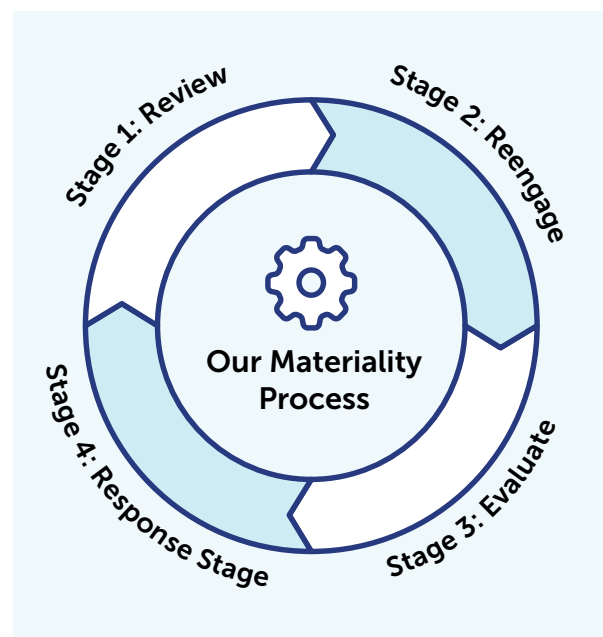
Administration of the framework will be subject to external review, and will be reported on annually as part of the Group's annual reporting process.

To view our Green Finance Framework visit:

<https://jemena.com.au/about/investors/investor-information>.

Understanding What Matters Most

Each year we conduct a materiality assessment to understand which sustainability topics and issues matter most to our stakeholders. We use what we learn from this process to inform our sustainability approach and develop our reporting metrics. This analysis also shapes the format and structure of this report, by providing guidance on which disclosure frameworks our stakeholders are most familiar with and consider most relevant. Our materiality process is comprised of four steps:



Our Materiality Process

Stage 1: Review

We review and evaluate the topics and issues we have previously reported against, checking they continue to be relevant for our customers, stakeholders, our people, and our partners. We also consider broader changes across the energy sector, the work of our peers, and global and local policy directions as they relate to the energy sector. In 2021 this review was supplemented by independent advice from a sustainability consultant.

Outcome: as a result of our review process we developed a shortlist of reporting topics/issues.

Stage 2: Reengage

We conduct qualitative and quantitative survey work to understand which of our shortlisted issues/topics matter most to our stakeholders. This work covers a range of stakeholders including representatives from the finance sector, customers, business partners, consumer advocates, our leaders and our people. Pleasingly, in 2021 we had a response rate of over 90 per cent which gives us confidence that we are reporting against the topics/issues which matter most. In 2021 this review was supplemented by insights gained through our annual reputation research program.

Outcome: our reengage stage confirmed we are addressing the issues and topics which matter most to our stakeholders, while also understanding how important each issue is in relation to one another.

Stage 3: Evaluate

Throughout the Evaluate Stage we formally classified the sustainability topics/issues identified in the Reengage Stage into one of three categories:






- **Material Topics:** identified as most material by internal and external stakeholders, with the potential to significantly impact the environment, society, or the economy. We report against these topics using a mix of disclosure frameworks in line with stakeholder expectations and feedback.
- **Important or Emerging Topics:** identified less frequently by our stakeholders, these issues/topics have a localised impact on the environment, society, or economy. We report against these topics by sharing our management approach or via the use of selected case studies.
- **Immaterial/Other:** identified infrequently by our stakeholders, these issues are not formally reported on.

Stage 4: Response Stage

Our annual sustainability report and other disclosure documents – such as our *Modern Slavery Statement* and *Tax Transparency Report* – detail how we are responding to the material topics and issues which matter most to our stakeholders.

Sustainability Outcomes

The topics identified throughout our materiality process form the basis of our sustainability outcomes. These outcomes do not differ significantly to previous reporting years. They reflect the role of our business in delivering reliable energy services and products to our customers and other stakeholders, while simultaneously responding to the challenges presented by climate change. In 2021, we elevated climate and environment to our lead sustainability outcome, and renamed and reworded some of the outcomes and their descriptions so they are more easily understood.

Sustainability Outcome	Sustainability Topic(s)	Alignment with the UN Sustainable Development Goals
<p>1. Climate and Environment</p> <p>Transform how we operate to support our net-zero ambitions and position ourselves for long-term success.</p>	Climate and Environment	 Goal 13 Climate Action  Goal 7 Affordable and Clean Energy
<p>2. Customers</p> <p>Reduce our impact on the climate and environment while continuing to deliver reliable, affordable, and sustainable energy to our customers.</p>	Customers	 Goal 7 Affordable and Clean Energy
<p>3. Strong Communities</p> <p>Leave a positive and lasting legacy in the communities where we operate.</p>	Strong Communities	 Goal 8 Decent Work and Economic Growth
<p>4. Safe and Inclusive Workplaces</p> <p>Continued excellence in the safe operation of our assets, while also creating workplaces and spaces that value diversity and inspire our people to be their best.</p>	Safe and Inclusive Workplaces	 Goal 3 Good Health and Wellbeing

Sustainability Disclosure Frameworks

As global reporting on sustainability matters continues to mature, we recognise a number of sustainability disclosure frameworks offer a meaningful way to update our stakeholders on our sustainability journey. To ensure our reporting best meets the information needs of our stakeholders, we sought feedback on which frameworks to adopt through our Materiality Assessment Process. In keeping with this feedback, our report has been prepared with reference to the following disclosure Frameworks:

The Global Reporting Initiatives Standards for Sustainability Reporting

The GRI Standards are commonly used by businesses around the globe to understand and report on their impacts on the environment, economy, and community. Our Sustainability Report includes disclosures against a range of relevant GRI standards.

The SASB Standards

The SASB Standards guide the disclosure of financially material sustainability information by companies to their investors.

Our Sustainability Report includes relevant disclosures from the following SASB Standards:

- Electric Utilities and Power Generators
- Gas Utilities and Distributors
- Oil and Gas Midstream

Aligning with The United Nations Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a set of 17 interconnected goals that form a global benchmark for achieving a sustainable future for all. While many of the SDGs are relevant to our Group and operations, goals number:

- **Three:** Good health and wellbeing
- **Seven:** Affordable and Clean Energy
- **Eight:** Decent Work and Economic Growth, and
- **Thirteen:** Climate action

are considered material to our operations and have been formally reported on in this report. This represents a departure from our CY2020 report which also detailed how we were responding to goals 5 and 10. These goals have now been reclassified as important or emerging and we have reported on them by either detailing our management approach or via the use of selected case studies.

Our Annual Disclosures

Released in April of each year, our Group Sustainability Report details our sustainability progress for the previous calendar year. As such, our 2021 *Sustainability Report: Delivering Australia's Energy Future* provides an overview of our sustainability progress throughout the 2021 calendar year. It details activities of entities within the SGSPAA Group (the Group) namely Zinfra, Ovida, and Jemena.

Our Sustainability Reporting program forms part of our broader disclosures framework, which taken together, provide interested stakeholders with a clear overview of our Group's performance. Our disclosures framework includes:

Energy Charter Disclosures	On an annual basis our Group produces an Energy Charter Disclosure Statement which documents the customer-focussed initiatives we have undertaken over the previous 12 months.
Modern Slavery Statement	Our Modern Slavery Statement outlines the steps we've taken to mitigate modern slavery risks across our supply chains.
Tax Transparency Report	Detail the financial performance of entities within the Group.
Financial Statements	

These reports, as well as previous versions of our annual Sustainability Report, are available in the reports sections of the Jemena website at: <https://jemena.com.au/about/investors/annual-reports>.



Group disclosure reports issued throughout the 2021 Calendar Year.

Tracking our Performance

We have determined that UN Sustainable Development Goals three, seven, eight, and 13 are material to our operations and have reported on our performance throughout this report. The following table provides a high-level summary of action throughout CY2021.



Goal 3: Good Health and Wellbeing

- Launched our *Supporting Families Initiative* to bring equity and greater support to working parents ([page 48](#)).
- Implemented the Wellbeing Gateway to support employee wellbeing, particularly for employees working remotely due to the COVID-19 Pandemic ([page 53](#)).
- Supported our employees to work from home and maintained COVID-19 Management Plans to protect the health and wellbeing of field crew and other front line staff. ([page 53](#)).
- Launched our HSE Commitments Campaign to support our Safety First and SAFE commitments ([page 51](#)).



Goal 7: Affordable and Clean Energy

- Launched Australia's most comprehensive green hydrogen project, the Western Sydney Green Hydrogen Hub. The project will produce and deliver green hydrogen which is expected to reach over 23,500 residential customers, 100 commercial customers, and seven industrial customers ([page 19](#)).
- Announced details of Australia's only biomethane project in partnership with Sydney Water and ARENA. The project will turn biogas into biomethane and remove approximately 5,000 tonnes of carbon from the atmosphere ([page 20](#)).
- Launched the *EV Grid: Enabling Electric Vehicle Friendly Networks and Neighbourhoods* trial ([page 32](#)).
- Developed and launched Australia's first renewable gas certification pilot in concert with GreenPower. The pilot will enable customers to purchase renewable gas in the same way they purchase renewable electricity.
- Delivered the *Voices for Power and Uniting Energy Assist Program* to empower vulnerable people – many from culturally and linguistically diverse backgrounds – with information so they can make informed choices over how they use access their energy ([page 37](#)).



Goal 8: Decent Work and Economic Growth

- Partnered with Saltbush Social Enterprises to deliver the Pipeline to Success program providing Aboriginal job seekers with job readiness training and mentoring. In 2021, 15 mentors were trained as part of a paid training program and delivered support to over 157 trainees ([page 38](#)).
- Working with industry, we developed and called for the implementation of a Renewable Gas Target to help spur investment in a renewable gas industry which has the potential to create thousands of jobs while reducing carbon emissions ([page 21](#)).
- Partnered with the Smith Family to support the Cadetship to Career program supporting disadvantaged youth to gain invaluable experience in the job market ([page 47](#)).
- Recruited 25 new electrical apprentices and trainees to the Zinfra Apprenticeship Traineeship Program (due to commence in January 2022).
- Continued membership of Work180 as an endorsed employer of women.
- Partnered with the Australian Resources and Energy Group to deliver STEM awareness training to primary school-aged children, particularly girls, with a view to encouraging interest in STEM-based careers ([page 39](#)).



Goal 13: Climate Action

- Established Group Emissions Reduction Working Group ([page 55](#)).
- Formalised and announced ambition to achieve net-zero emissions (scope one and scope two) by 2050 ([page 5](#)).
- Launched our Green Finance Framework ([page 57](#)).
- Implementation of focus area two of our Group Sustainability Strategy – Operational Efficiencies – to reduce our carbon footprint and impact on the environment ([page 15](#)).

Climate and Environment

Standards	Disclosure	Details	Reportable Information
GRI 302-1	Energy consumption within the organisation	Total fuel consumption within the organisation from non-renewable sources, in joules or multiples, and including fuel types used.	7,561,051.5 GJ. Type of fuel used includes diesel, petrol and gas.
		Total fuel consumption within the organisation from renewable sources, in joules or multiples, and including fuel types used.	41,470.59 GJ through solar and thermal.
		In joules, watt-hours or multiples, the total: i. electricity consumption ii. heating consumption iii. cooling consumption iv. steam consumption.	41,470.59 GJ through solar and thermal.
		In joules, watt-hours or multiples, the total: i electricity sold ii.heating sold iii. cooling sold iv. steam sold.	Not applicable
		Total energy consumption within the organization, in joules or multiples.	7,602,522.1 GJ
		Standards, methodologies, assumptions, and/or calculation tools used.	Emissions calculations are undertaken in accordance with the National Greenhouse and Energy Reporting (Measurement) Determination of 2008, using a combination of the approved methodologies.
GRI 305-1	Direct (Scope 1) GHG emissions	Gross direct (Scope 1) GHG emissions in metric tons of CO ₂ equivalent.	*752,477.53 tCO ₂ e
		Gases included in the calculation; whether CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , or all.	CO ₂ , CH ₄ , N ₂ O, SF ₆
		Biogenic CO ₂ emissions in metric tons of CO ₂ equivalent.	Not applicable
		Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.	FY 2020-21

Standards	Disclosure	Details	Reportable Information
GRI 305-1	Direct (Scope 1) GHG emissions	Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.	The emissions factors, as well as GWP of methane, have been sourced from the National Greenhouse and Energy Reporting Act 2007 (NGER Act).
		Consolidation approach for emissions; whether equity share, financial control, or operational control.	Our Group has several facilities which meet the reporting requirements under the NGER Act.
		Standards, methodologies, assumptions, and/or calculation tools used.	Emissions calculations are undertaken in accordance with the National Greenhouse and Energy Reporting (Measurement) Determination of 2008, using a combination of the approved methodologies.
GRI 305-2	Energy indirect (Scope 2) GHG emissions	Gross location-based energy indirect (Scope 2) GHG emissions in metric tons of CO ₂ equivalent.	New South Wales 2,178.45; Victoria 165,535.65; Queensland 714.53; Northern Territory 43.23; Western Australia 2.945; ACT 53.6; Tasmania 30.7 (in tCO ₂ e).
		If applicable, gross market-based energy indirect (Scope 2) GHG emissions in metric tons of CO ₂ equivalent.	Not applicable
		If available, the gases included in the calculation; whether CO ₂ , CH ₄ , N ₂ O, HFCs, PFCs, SF ₆ , NF ₃ , or all.	CO ₂ , CH ₄ , N ₂ O, SF ₆
		Base year for the calculation, if applicable, including: i. the rationale for choosing it; ii. emissions in the base year; iii. the context for any significant changes in emissions that triggered recalculations of base year emissions.	FY2020-21
		Source of the emission factors and the global warming potential (GWP) rates used, or a reference to the GWP source.	The emissions factors, as well as GWP of methane, have been sourced from the NGER Act.

*Scope one Greenhouse Gas Emissions from Group operations increased by 16.89% from the FY2020 (643,787 tCO₂e) to FY2021 reporting year (752,477 tCO₂e). This variance reflects an increase in the global warming potential for methane by the Clean Energy Regulator from 25 in FY2019-20 to 28 in FY2020-21 (which equates to a 12% increase in reported emissions) as well as full year operation of the Atlas Gas Processing Facility (FY20 data reflected only partial operation of the facility throughout the calendar year) and an expansion of the Roma North Processing Facility in FY2021.

Our Customers

Standard	Disclosure	Reportable Information	Section
SASB IF-EU-240a.1 to IF-EU-240a.4	Energy Affordability (electricity)	<p>Residential</p> <p>The network bill for an average residential customer based on a consumption of 4 MWh per annum is \$459.</p> <p>The residential network bill based on a monthly consumption of 500 kWh is \$51.</p> <p>The residential network bill based on a monthly consumption of 1,000 kWh is \$91.</p>	Our Customers
		<p>Commercial</p> <p>The network bill for an average commercial customer based on consumption of 13MWh energy per annum is \$1,494.</p>	
		<p>Industrial</p> <p>The network bill for an average industrial customer based on a consumption of 360MWh per annum and 202 kVA demand is \$35,120.</p>	
SASB IF-GY-240a.1 to IF-GU-240a.4	Energy Affordability (gas)	<p>Residential</p> <p>The network gas bill for a typical residential customer consuming 25 GJ of gas per annum is \$311.</p> <p>The monthly network bill for a customer consuming 52 GJ of gas per annum is \$40.</p> <p>The monthly network bill for a customer consuming 106 GJ of gas per annum is \$67.</p>	Our Customers
		<p>Commercial</p> <p>The network gas bill for a typical commercial customer consuming 90 GJ of gas per annum is \$702.</p>	
		<p>Industrial</p> <p>The network gas bill for a typical industrial customer consuming 90 GJ of gas per annum is \$702.</p>	
SASB IF-GY-240a.1 to IF-GU-240a.4	Amount of customers served	In 2021 we delivered energy services and products to over 1.8 million customers. Our services and products are used by residential customers, commercial and industrial customers, and in export markets, to power electricity generation.	Our Customers

Strong Communities

Description	Reportable Information	Section
Amount invested in major community partnerships and programs	Over \$173,000 invested in major community partnerships and programs, including the Pipeline to Success, Uniting Energy Assist, Bright Future STEM Program, and Kids Undercover (a further \$50,000 was invested in late 2020 for the Voices for Power Program which ran throughout 2021).	
Amount invested via our Group Community Grants Program	\$130,000 invested in 13 organisations via the Jemena Grants Program.	
Employee volunteering hours	Over 71 hours spent volunteering throughout 2021.	
Community contribution as a percentage of pre-tax profit	0.002 per cent	Strong Communities
Contribution per full time employee	\$267.48	
Percentage of employees actively volunteering during company time	0.1 per cent	
Number of staff dedicated to community investment	1	

Safe and Inclusive Workplaces

Disclosure	Reportable Information	Section
HSEQ Certification	<p>Our Group HSE Management Systems are certificated for the following Australian / New Zealand standards:</p> <ul style="list-style-type: none"> AS/NZS 4801:2001 – Occupational Health and Safety Management Systems (from April 2022 this will be ISO45001) ISO 14001:2015 – Environmental Management Systems, and ISO 9001:2015 – Quality Management Systems. <p>Our Group completed a recertification audit process on 10 March 2022.</p>	N/A
Total Recordable Injury Frequency (TRIFR) Rate, per 1 million hours worked	TRIFR 2.0	HSE Performance
Lost Time Injury Rate (LTIFR)	<p>In 2021 the LTIFR was 0.89 based on seven lost time injuries and total hours worked (including contractors hours) of 7,870,969. The LTIFR trend is:</p> <ul style="list-style-type: none"> December 2021: 0.89 December 2020: 1.7 December 2019: 0.7 December 2018: 0.9 	N/A
Fatality Performance	In 2021 there were zero employee (including contractor) fatalities.	N/A

Disclosure	Reportable Information	Section
Contractor Safety	<p>Our Group’s HSEQ Contractor Management Procedure and supporting documents set out clear guidelines to ensure contractors are pre-screened, engaged, and monitored according to our Group’s HSEQ requirements. This includes maintaining adherence with the Group’s:</p> <ul style="list-style-type: none"> • Health, Safety, Environment, and Quality Policy (which applies to employees and contractors). This policy details our Group’s commitment to protecting the safety of contractors • Approach to communicating HSEQ requirements to contractors, including safety objectives, targets, and performance monitoring • Pre-screening requirements to evaluate safety performance and risk • Safety training procedures for contractors • Monitoring and reporting requirements to evaluate ongoing contractor safety performance • Safety guidelines which are included in contractual agreements (noting each contractual agreement includes a range of HSE compliance clauses. All contractors must demonstrate in their safety management systems that they will comply with all safety requirements). 	N/A
Significant Incident Frequency Rate (SIFR) per 1 million hours	SIFR 3.2	HSE Performance

General Disclosures

Standard	Disclosure	Section	Page
GRI 102-1	Name of the organisation	Our Annual Disclosures	61
102-2	Primary brands, products, and services	About Our Group	11-12
102-3	Location of headquarters	About Our Group	11
102-4	Location of operations	Our Locations and Assets	12
102-6	Markets served	Our Customers	25
102-8	Information on employees and other workers	Our People	11
102-14	Statement from senior decision-maker	Message from Our Managing Director and Chair	8-9
102-18	Governance Structure	Our Management Approach	57
102-20	Executive level responsibility for ESG reporting	Management	57
102-21	Consulting stakeholders on ESG topics	Understanding What Matters Most	58
102-31	Review of economic, environmental, and social topics	Understanding What Matters Most	58
102-32	Highest governance body's role in sustainability reporting	Our Management Approach	57
102-47	List of material topics	Sustainability Outcomes	59

Standard	Disclosure	Section	Page
102-50	Reporting period	Our Annual Disclosures	61
102-51	Date of most recent report	Our Sustainability Reports are issued at the end of Q1 each year and detail activity across the Group for the previous calendar year.	N/A
102-52	Reporting cycle	We report on our sustainability performance and progress annually.	N/A
102-53	Contact point for questions regarding the report	N/A	65
102-54	Claims of reporting in accordance with the GRI standards	Our Disclosure Frameworks	60

Other Disclosures

Disclosure	Section
Effluent waste, hazardous waste, and air emissions	<p>The majority of our Groups sites and facilities are connected to local council sewerage systems. Where this is not possible, we have installed waste water treatment systems which recycle used water and deliver it onto nearby vegetation. These waste water treatment systems are serviced and maintained regularly by qualified third-party contractors.</p> <p>Our facilities and depots generate a range of different waste types, which are recycled where possible.</p> <p>Stack Testing (air emissions) is carried out annually on compressors owned by our Group to ensure these meet relevant regulatory standards and parameters.</p> <p>Finally, individual waste management plans are developed for key projects in accordance with relevant regulations in conjunction with our project partners (e.g, Waste Management Plan, Clyde Street Gasworks Hamilton North).</p>
Waste Management and Hazardous Waste Management	<p>Our Group has a dedicated waste management procedure and tracks the amount of waste generated and diverted from landfill. Our progress in this regard is reported on a monthly basis. The same plan details how our Group handles hazardous waste which is monitored and reported to the regulator on a regular basis.</p>
Emergency Management and Response	<p>Our Group has established a Crisis and Emergency Management Framework which sets our organisational response to emergencies and crises. The framework specifies key 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.</p> <p>Our Crisis and Emergency Management Framework ensures our Group and people are adequately trained and supported to respond to risks which impact or threaten People (including our community, contractors, and our people), the Environment, our Assets, our Reputation or Livelihood (PEARL).</p> <p>Our Group's Emergency Management Framework is readily available to our people, contractors and state and federal based agencies. Primary responsibility for implementing Organisational Resilience within our Group rests with a senior manager, who approves and endorses accountabilities within the Group.</p>

Disclosure

Section

Environmental Management, Water, and Biodiversity

Our Group has a Health, Safety, Environment, and Quality (HSEQ) Management System which sets the standard for how we consistently manage HSEQ matters across the Group including our environmental management procedures. Our Group Environmental Management System (EMS) is also certified to Australian / New Zealand ISO Standard 14001:2015 – Environmental Management Systems.

Associated with our Environmental Management System is our Group Biodiversity Program, which includes a dedicated native flora and fauna procedure which is applicable for all relevant Group projects and operations.

As water is not used in the commercial operations of our Group we do not have a formal water management program (our approach to waste water management is detailed above).

Community Engagement

Our Group engages with members of the communities we operate in, in a number of ways. This includes, (but is not limited to) community engagement through our Group Corporate Social Responsibility (CSR) program (as detailed in this report), via dedicated community managers who engage with community representatives, local councils, and other key community stakeholders, and through our Customer Council which provides a voices to some of our most disadvantaged community members.

For our major projects, our Group engages with communities at various levels depending upon the project's scale, size, and sensitivity. Where relevant, we have established a dedicated community liaison expert(s) as part of our project team, having done so for projects such as our \$800 million Northern Gas Pipeline, as well as during project works to construct the Atlas Gas Processing Facility and the Roma North Gas Processing Facility. Our community liaison expert(s) is tasked with ensuring we communicate and engage with the community in a variety ways and through a range of channels, with examples of our approach for our (now complete) remediation works program available on the Jemena website:

- [Clyde Street Newcastle Remediation Project](#)
- [Kendall Bay Remediation project](#)
- [Wollongong Remediation Project](#)

Site Closure and Rehabilitation

The rehabilitation of industrial and commercial sites is carried out following the end of a project's construction phase and in-line with state and federal regulatory requirements. We also conduct rehabilitation monitoring in-line with regulatory and licensing conditions and requirements.

For legacy inherited contaminated sites, remediation has been carried out on various sites with full project details published on the Jemena website.

Disclosure	Section
QMS Certification and Asset Integrity Management	<p data-bbox="607 252 846 280">QMS Certification</p> <p data-bbox="607 300 2069 424">Our Group has an asset management strategy across each asset class which informs the development of our asset management plans. These plans outline how we will design, build, and protect assets to deliver optimal asset solutions and performance for our customers. Our Group’s asset management framework and processes are certified in ISO 55001, and they were externally audited and recertified in October 2021.</p> <p data-bbox="607 453 987 481">Asset Integrity Management</p> <p data-bbox="607 501 1984 561">With specific reference to electricity service reliability our Group has a comprehensive asset enhancement program focused on improving solar reliability across the electricity network. The program comprises:</p> <ul data-bbox="607 587 1189 769" style="list-style-type: none"> • a transformer optimisation program • monitoring of daily solar reliability for anomalies • distribution substation augmentation • network wide voltage management, and a • dynamic EV Charging Trial. <p data-bbox="607 794 1653 823">The specific targets of this program are tracked and monitored through Corporate KPIs.</p>
Enterprise Bargaining	<p data-bbox="607 874 2069 999">Our Group employs over 2,700 employees of which 58% are employed under the terms of an enterprise agreement (either directly or indirectly). The Group has 22 enterprise agreements under which employees are covered. Of these, six have passed their nominal expiry date and are currently being renegotiated. All enterprise agreements, current and expired, can be found on the Fair Work Commission’s website.</p>
Freedom of Association	<p data-bbox="607 1050 2069 1110">Our Group has a Freedom of Association policy which recognises and supports our employees’ right to choose whether to become a member of a union, union representation, or whether they participate in lawful industrial activities.</p>

Disclosure

Section

Investing in our People

Discrimination and Diversity

Our Group Code of Conduct policy and training program details our approach and equips our people with knowledge on expected behaviours in relation to diversity and inclusion and discrimination.

Employee Turnover Rates

Our Group's 12 month rolling average voluntary turnover as at December 2021 was 8.9%.

Formal Performance Reviews

Our Group has a formal performance review process which focuses on goal setting, development, ongoing feedback and performance outcome.

Talent Development

Throughout 2021-2022, SGSPAA is implementing a Leadership Development program to uplift the talent and capability of the top 277 leaders, and a Safety Leadership training program for 411 individuals across the Group.

**SGSPAA Group
Level 16, 567 Collins Street
Melbourne 3000
1300 536 362**

For more information about this report email Corporate_affairs@jemena.com.au.