



Delivering
Experience Excellence

Energy Queensland Customer Strategy





Acknowledgement of Country

Energy Queensland acknowledges the First Peoples of this Nation and their ongoing cultural and spiritual connection to the land, waters and communities in which we live, work and play.

We pay respects to Elders past and present as they are the custodians of sacred stories, traditions and culture of First Nation peoples, we are grateful for their guidance, wisdom and leadership.

We also acknowledge the Country beneath our electricity network, and that it was, and always will be, traditional Aboriginal and Torres Strait Islander land and waters.



Foreword

Our people across Energy Queensland at all levels strive daily to deliver on our strategic area of focus – ‘Experience Excellence’, aimed at setting new standards for customers in the energy transition. Our people are at the forefront of delivering ‘experience excellence’ to our customers and our Energy Queensland Customer Strategy is critical for our people’s success in doing so, offering a practical framework and guidance to collectively deliver for our customers.

Our Customer Strategy takes a principles-based approach that can be used to build success, with our customer principles - **Know our customers, Empower our customers, Make it easy for our customers** and **Collaborate with our customers** - developed based on insights provided by our customers, stakeholders and people on what matters most.

It’s taken us more than 100 years to build and operate the electricity network in Queensland. We are proud of the reputation we’ve built with our customers and communities in delivering on their electricity needs both in the past and now into the future, as part of the new energy transition driving consumers and businesses to actively consider options to electrify and better manage energy consumption. Making these decisions presents a maze of complexity to our customers, but also new opportunities. It is our role to know our customers by understanding what our customers’ needs and expectations are, to empower them by providing unbiased information to make informed choices, to make it easy for them to interact with us and both manage and connect to new technologies and enable them to maximise the value of their investments. Additionally, we are committed to using the IAP2 Public Participation Spectrum to inform our engagement with our customers, stakeholders and others across the energy industry to guide the nature of the engagements held on different issues, and provide clarity on the level of influence they may have in informing our decisions.

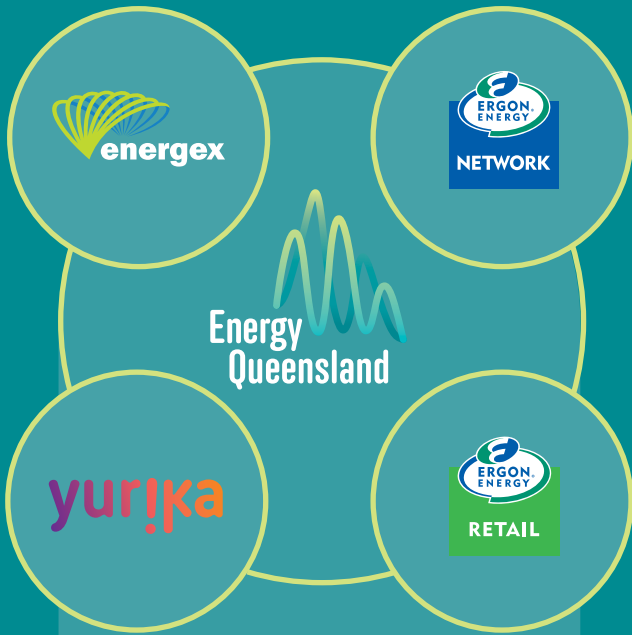
By doing so, we can ensure Energy Queensland continues to be a trusted partner to our customers in their energy transition.

I always say: “*Trust meanders into town on a tricycle, and leaves in a Formula 1 Ferrari.*” It is hard earned but easily lost. It’s crucial for trust to be at the centre of everything we do, guiding innovation and driven by genuine needs, if we are to continue to maintain relevance and our social licence to operate. Day-to-day we make a difference not just by delivering safe, affordable, and sustainable electricity networks and energy solutions but by how we make our customers feel about the services we deliver.

There is no “one size fits all” solution. We should never make assumptions, but we should know what we want to achieve and do what we need to for improved customer relationships and outcomes. Seeing our customers, their representatives, industry professionals and other stakeholders through a new lens of “partners” on a collective journey of shared value, lays a new foundation to guide our approach and actions as we strive to deliver experience excellence.

Now is an exciting time to be in the energy industry with extraordinary opportunities and challenges. Let’s ensure we bring our customers on the journey!

Michael Dart
Chief Customer Officer



Our Energy Queensland

Energy Queensland is Australia's largest, wholly government-owned electricity company.

Our retailer, Ergon Energy Retail, sells this electricity to its 772,000 customers throughout regional Queensland, with generation, energy trading and retailing capabilities. Our customer numbers make us the fourth largest retailer in the National Electricity Market (NEM).

Our 'poles and wires' businesses, Ergon Energy Network and Energex deliver electricity across Queensland. We supply more than five million Queenslanders through more than 210,000 kilometres of electricity networks, and 33 isolated systems, such as Thursday Island.

Our integrated energy solutions provider, Yurika provides infrastructure, energy supplies, metering, telecommunications, and digital services to connect its customers to a sustainable energy future.

We energise Queensland communities from Tweed River to Torres Strait and from Brisbane across to Birdsville, and through Yurika's services, to a growing national footprint.

Our statistics

9,300
EMPLOYEES

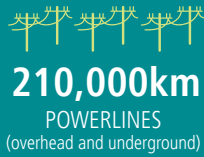


580+

GRADUATES AND APPRENTICES



210,000km
POWERLINES
(overhead and underground)



1.7 million
POWER POLES



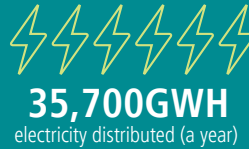
34
POWER STATIONS
(including network-connected Barcaldine)



1.7M km²
Service area



35,700GWH
electricity distributed (a year)



\$30.3 billion
asset base



UNPLANNED OUTAGES

Energex Ergon Network

0.78 2.11

(average per customer a year)



24M

VIEWS OF OUR OUTAGE INFO

673MW

load available to the network

2.3M
Connected customers



772,000
RETAIL CUSTOMERS



1.1 MILLION
phone calls answered



3

network control centres



5 customer solutions centres



850,000

SOLAR ENERGY SYSTEMS CONNECTED

44

LARGE-SCALE SOLAR ENERGY CONNECTIONS



5.6GVA

SOLAR CAPACITY CONNECTED



ENERGEX



5,687MW

network-wide peak/maximum demand

241MW

network-wide minimum demand

ERGON NETWORK



2,873MW

network-wide peak/maximum demand

784MW

network-wide minimum demand

Our Strategic Framework

We have a unifying Vision, Purpose, and set of Values that guide everything we do at Energy Queensland. Our Vision helps us to understand where we're heading, our Purpose is what we do (our core role), and our Values are how we do it.

Our Vision

#electriclife2032
We energise Queensland communities

Our Purpose

To safely deliver secure, affordable, and sustainable energy solutions with our communities and customers

Our Strategic Areas of Focus



Powering tomorrow

The fusion of a smart, safe and secure energy system



Experience excellence

Setting new standards for customers in their energy transition



Sustainable future

Leading the charge for a successful, greener tomorrow



Anchored in strength

Striving for operational excellence and creating a future-fit employee experience

Our Values

WE'RE SAFE

We prioritise the physical safety and mental wellbeing of our people, customers, and communities

WE BELONG

We embrace diversity, empower all to excel, and unite to become stronger together

WE GROW

We foster both personal growth for collective success and innovation to build Queensland's energy future

WE DELIVER

We deliver on personal commitments to build our shared achievements



Our Customer Strategy - A Principles Based Approach

Our Customer Strategy provides guidance for Energy Queensland employees to set new standards for our customers in their energy transition. This aligns with our Energy Queensland 2032 Strategic Plan, specifically the strategic area of focus: Experience Excellence. Our Customer Strategy sits alongside other key documents including our People Strategy, recognising that our people are fundamental to the way we engage with and deliver experiences to our customers.

From in-depth conversations with our customers and employees, we have developed four key principles the business will adopt to provide focus and a framework to establish ourselves as a trusted partner in the energy transition and enhance our social licence.



Our Customer Principles

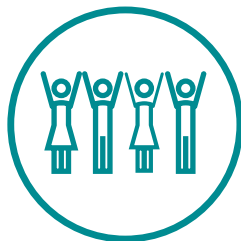
Each principle has a series of key focus areas identified and designed through conversations we have had with our people, customers and stakeholders that serve as a mechanism to show how each principle can be brought to life in a meaningful, relatable and actionable ways.



Know our customers

We take the time and effort to listen to our customers and understand their differing needs.

- Use data to drive and communicate customer insights
- Develop a complete view of the customer
- Engage with customers to listen to their needs and co-design solutions



Empower our customers

We provide our customers with information and guidance to make informed choices around their electricity usage to maximise value.

- Communicate proactively to arm customers with relevant information
- Provide data and insights to customers about their electricity usage
- Provide guidance to customers on navigating the energy transition, and how they can maximise the value of their behind-the-meter investments



Make it easy for our customers

We strive to streamline and simplify our end-to-end processes resulting in effortless customer experiences.

- Simplify end-to-end customer journeys
- Use digital technology to enhance interactions
- Provide staff with tools and training to resolve customer issues



Collaborate with our customers

We collaborate with our customers, including our stakeholders and others in the energy industry, to deliver shared value.

- Understand the link between each business role and the end customer
- Focus on customer affordability and value add - our success is measured through uplift in customer service performance metrics
- Enable our industry partners such as electrical contractors, retailers and other service providers to better deliver for customers



Know our customers



A foundational understanding of our customers from both behavioural and commercial perspectives is key to guiding what, why, and how we do things. We will use customer engagement and research to listen to our customers and provide our employees with the insights required to better understand our customers, their needs, and expectations.

Use data to drive and communicate customer insights

Collating our customers data from all our brands and defining our different customer segments gives us understanding of common needs among groups. This understanding allows us to plan and deliver services and products based on our customer's needs and preferences.

We will effectively engage with our customers and communicate insights from customer data throughout the organisation (in accordance with and adhering to applicable privacy legislation and ring-fencing requirements), creating a culture of customer-focused and prudent decision making by considering the needs and preferences of our customers against the investment required.

We will maximise the value of our Voice of the Customer program to analyse customer insights. From this analysis we will identify pain points, areas for improvement, emerging trends and issues and assess our performance over time. Emerging trends and issues will guide our decision making and initiative roadmaps to improve our customers' experience and develop solutions that empower customers, positioning our brands as trusted partners.

Develop a complete view of the customer

We will leverage available customer information to provide our people with the knowledge and tools to best assist them in delivering for our customers. We recognise challenges exist where visibility of customer information is ringfenced between different parts of our business. We will ensure our approach complies with regulations and ensures security of our customers' data.

Engage with customers to listen to their needs and co-design solutions

We will continue to work with our customers, their representatives, and stakeholders to listen to their needs and feedback by maximising our engagement forums (e.g. Energy Queensland Customer and Community Council) to help refine our understanding of customer needs and co-design solutions with them. This is an important and powerful engagement approach to ensure we bring our customers and local engagement into the issues identification and solution development process.



Empower our customers



Our focus is on empowering customers with the knowledge and tools they need to make informed choices to help manage their energy usage and costs. We aim to enhance customer engagement and build trust to support their informed decision-making.

Communicate proactively to arm customers with relevant information

We recognise that relevant information is key to giving our customers confidence and peace of mind. We will ensure that our communication is accurate, easy to understand, and resonates with our customers to provide them clear and transparent information about what matters to them.

We will enhance awareness of our brands and related services within the energy market through improved websites, educational videos, our social media presence, attending events and community days. Our website will serve as a comprehensive resource for information on the energy transition, positioning us as a trusted partner throughout the customer journey.

Provide data and insights to customers about their electricity usage

We will provide customers with easy access to their electricity consumption data, underpinned by the rollout of smart meters. Our aim is to present data in a user-friendly manner that enables customers to make informed purchasing decisions and better manage their electricity usage.

Provide guidance to customers on navigating the energy transition, and how they can maximise the value of their behind-the-meter investments

We aim to be a trusted partner to our customers as they navigate the energy transition. We will achieve this by providing easy-to-understand information to help them evolve their energy habits and participate actively in the energy system. We will provide guidance in areas such as smart meters, tariffs and pricing plans, demand, and energy management, and when customers are considering technologies such as solar, batteries, electric vehicles, heat pumps and home energy management systems, we will support them to maximise the value of their behind-the-meter investments.

We will continue to work with customer advocacy groups and other stakeholders to reach our diverse customer segments so that all groups, including vulnerable customers, can benefit and realise value from the energy transition.



Make it easy for our customers



Our customers tell us they want us to be easy to deal with, regardless of which brand within the Energy Queensland portfolio they interact with. We will strive to continuously enhance our customers' experience ensuring seamless interactions from start to finish. We aim to make it easy for our customers and employees by leveraging emerging technologies. Our employees will be supported with the right processes, systems, tools, and training to understand and meet our customers' needs and we will provide channels of choice, where cost effective, to our customers.

Simplify end-to-end customer journeys

We will focus on understanding and improving customer journeys from end-to-end, removing as much complexity as possible. To do this we will find and fix pain points, identify and address bottlenecks, and reduce the number of interactions needed to complete tasks. We will use customer journey maps to highlight both successful and problematic service experiences, and from what we learn, design future customer journeys. We will use knowledge gained from our customer research and insights, including the Voice of the Customer program, along with operational data, to analyse root causes, and work with our customers and our people to find practical solutions to remove complexity to increase business efficiency and productivity.

Use digital technology to enhance interactions

Digital technology is a key tool and enabler to support streamlined customer interactions including the options for our customers to use digital self-service for their queries. For some of our customers this is a preferred time-saving option. We recognise not all our customers prefer digital channels and we will explore and introduce technologies and channels to support our people in addressing the needs of customers more effectively through digital and human channels.

Provide staff with tools and training to resolve customer issues

We will continue to make it easy for our people to resolve our customers' issues by upgrading the tools and equipment required to do their roles and further invest in training for both customer service skills and technical knowledge. We will drive a customer service culture which emphasises accountability, taking ownership and making things as easy as possible for our customers. As part of our annual performance cycle, we will continually review our workforce capability, map, and develop upskilling opportunities tailored to the specific needs of different roles and ensure targeted and relevant development for our people. We celebrate the valuable role our employees play in delivering positive customer outcomes and acknowledge this through our reward and recognition program, Ignite Energy Queensland.

We will also develop a common approach to language and terminology to ensure clear and consistent communication across the organisation. This will improve alignment between teams and consistency in interactions and conversations with customers, that over time will help build greater understanding.



Collaborate with our customers



We will leverage our understanding of our diverse customer base and collaborate with our customers, customer advocacy groups, the energy industry (e.g. retailers, industry professionals, manufacturers), government and other stakeholders to meet their specific needs, to deliver shared value. We recognise that although electricity costs are a primary concern for most, 'value' means different things to different customers. We therefore acknowledge that at times it is a challenge to balance the needs and preferences of not only individual customers, but also those of the wider community.

Understand the link between each business role and the end use customer

Our aim is for our people to understand the importance of, and take ownership in, delivering for our customers. To achieve this, we will outline how each employee contributes to the improvement of the customer journey by sharing knowledge and insights and encourage a culture of collaboration to make customer-focused decisions.

We will support collaboration and innovation across teams to provide customers coordinated experiences to avoid them having to navigate the complexities of our structure.

Focus on customer affordability and value-add

We analyse our customers' feedback to understand how they perceive the value of our services delivered and the associated costs. We will use these insights when improving and/or developing new services and products, by maximising the overall customer value of cost and effort to meet customer needs and expectations.

We will focus on eliminating unnecessary effort from end-to-end experiences and internal processes to be as efficient, effective, and productive as possible to keep the costs of our operations and services acceptable with customer affordability and value in mind.

Enable our industry partners such as electrical contractors, retailers and other service providers to better deliver for customers

We recognise our industry partners play a critical role in enabling both us and them to deliver experience excellence for customers. For example, electrical contractors interact directly with the end use customers, and often serve as a trusted advisor to customers providing guidance and advice on a range of matters, for example their energy purchases, behaviours, and tariff configuration.

We will continue to strengthen engagement and collaboration with our industry partners to streamline processes and improve ways of working.

To advance the ability for our industry partners to have effective two-way communication with us and increase service delivery to customers, we will focus on enhancing the information, resources, and tools we provide them, so they are kept across what they need to know in doing their job (e.g. standards, processes, and regulations).

Success will be evidenced through an uplift in our customer service performance metrics, with progress transparently communicated to customers and stakeholders through regular reporting.



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