Annual Report
2020-21

Energy Queensland

About this report

As our key stakeholder report, Energy Queensland's Annual Report highlights our sustainability contribution across our most material economic, social, environmental and governance topics.

This report covers the Energy Queensland Group's (the Group's) overall performance from July 2020 to June 2021, meeting best practice reporting standards with guidance from the Global Reporting Initiative and the International Integrated Reporting Framework, as well as our legislative requirements.

It covers Energex Limited, Ergon Energy Corporation Limited, Ergon Energy Queensland Pty Ltd and Yurika Pty Ltd. Commentary is also provided on the Group's other subsidiary companies.

This and earlier Annual Reports are on our website at www.energyq.com.au/annualreport

We welcome feedback to help us improve our reporting. Comments and requests for hard copies can be directed to community@energyq.com.au

Our aim is to be a truly trusted partner to our customers, and the wider community, in the energy transformation.

We're addressing safety concerns around our ageing electricity networks, enabling more to benefit from solar energy, and empowering our people to find new, financially sustainable solutions fit for tomorrow's world.

We see a bright future.

Energy Queensland is committed to connecting respectfully with Queensland's Aboriginal and Torres Strait Islander peoples and communities.

We acknowledge Aboriginal and Torres Strait Islander people as the First Nations people of Australia and the Traditional Custodians of this land and its waters.

We pay our respects to Elders past, present and future for they hold the memories, the traditions, the culture and knowledge of Aboriginal Australia.

Contents

About us

Energy Queensland is Queensland's 100% owned group of electricity distribution, retail and services businesses.

As a Government Owned Corporation, we deliver electricity across Queensland through our 'poles and wires' businesses Energex and Ergon Energy Network.

Our retailer, Ergon Energy Retail sells this electricity to customers throughout regional Queensland.

These essential service activities are supported by a range of innovative infrastructure-related services delivered through Yurika.

The Energy Queensland Group, formed in June 2016, energises Queensland communities from Tweed River to Torres Strait and from Brisbane across to Birdsville. We also deliver services across Australia.

Our vision

We energise Queensland communities.

Our purpose

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

Our values

Safe
We are committed to keeping our people, community and customers safe

Knowledgeable
We openly share our knowledge

Innovative
We strive to make our business better

Leading
We lead and follow each other to success

Listening
We respect and hear each other

Engaged
We work as a team to be the best we can be

Diverse
We are diverse which makes us stronger

Our statistics

7,526
employees

2.3 million
connected customers

apprentices 461

746,000
retail customers

178,000km
overhead powerlines

1.7 million
power poles

29,000km
underground power cables

3 customer solutions centres

3 network control centres

33
stand-alone power stations

37
large-scale solar renewables connected

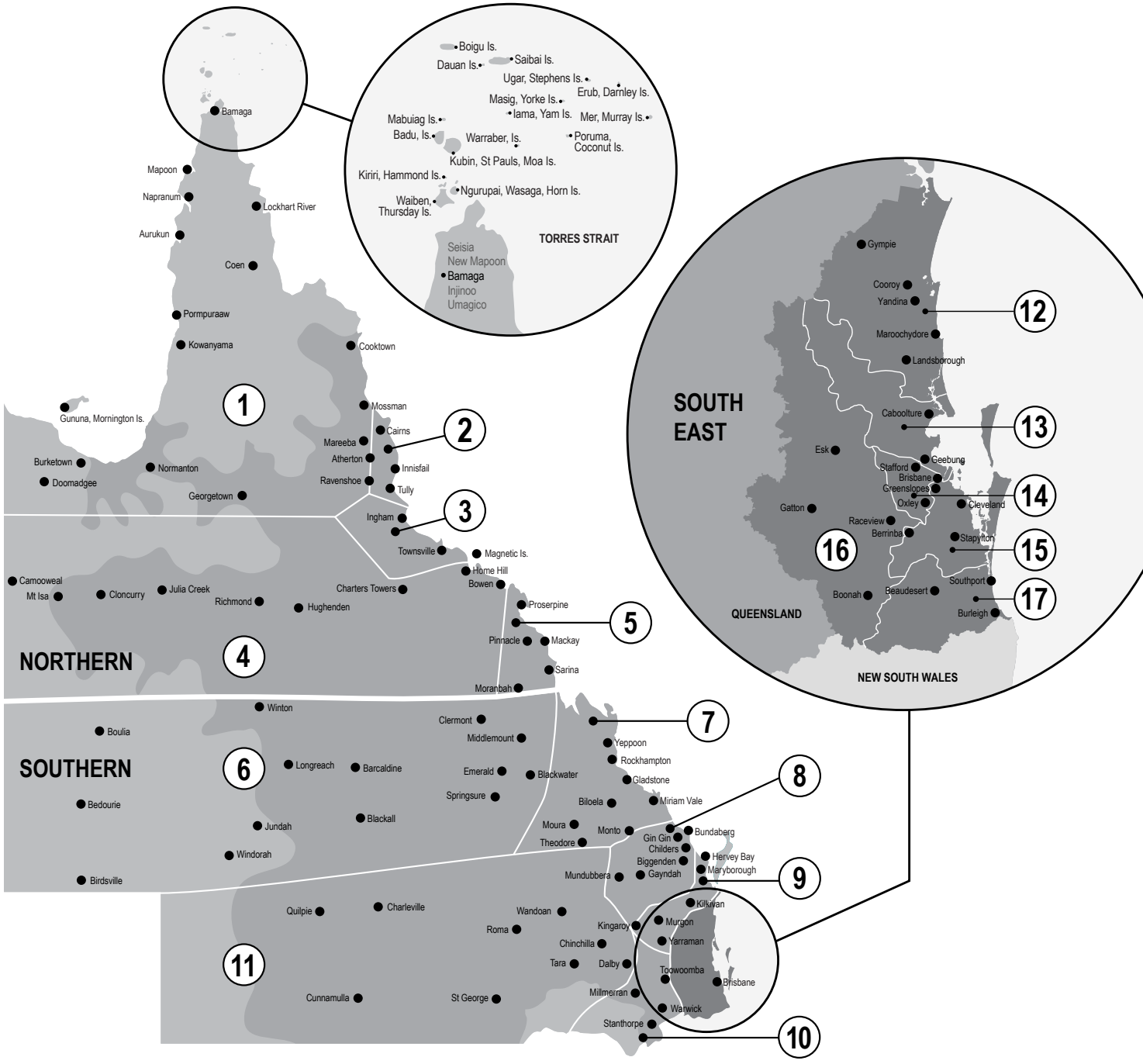
690,000
small-scale solar energy systems connected

Our core service area

Our 17 service areas with 127 depots and offices ensure we are well placed to energise communities across Queensland.

1 Far North
2 Tropical Coast
3 Herbert
4 Flinders
5 Pioneer
6 Central West
7 Capricornia
8 Bundaberg Burnett
9 Fraser Burnett
10 Darling Downs
11 South West
12 Sunshine Coast
13 Brisbane North
14 Brisbane Central
15 Brisbane South
16 Ipswich Lockyer
17 Gold Coast

Regional network - Ergon Energy Network
Isolated supply - Ergon Energy Network
Ergon Energy Retail
South East Network - Energex
Depot locations



The year in a snapshot

Our customers

Electricity prices fall for a fourth year in a row

In regional Queensland retail prices decreased 7.3% for a typical residential customer on Tariff 11 and 3.7% for the typical small business customer on the Tariff 20.

Making it easier to get in touch

Ergon Retail's new and improved Contact Centre Technology (CCT) telephony system, modelled by feedback from our customers, went live.

320,000 now benefitting from MyAccount

As well as other benefits, encouraging customers to check their eligibility for rebates through Ergon Retail's self-service portal saw a three-fold increase in applications.

Delivered new connections in line with economic stimulus

Double the normal level of subdivisions were connected to Ergon Network with the COVID-19 economic stimulus packages from the Australian and Queensland Government.

Customer Index 7.2

Target ≥6.8 out of 10* – The index has shown steady improvement over the last four years with service improvements achieved by Ergon Retail, Ergon Network and Energex and Yurika.

Our community

$1.1 billion investment in critical community infrastructure

Result 95.7%: Target ≥90%* – with an ahead of target delivery, the most notable area was the $504 million safety-driven network renewal investment in the Ergon network. We replaced almost three times the kilometres of aged powerline conductor.

9 of 12 reliability targets met

Result 75%: Target 100%* – customer satisfaction with power reliability improved for a second year in a row to 59%, despite the planned outage impact linked to the scale of safety-driven works underway on ageing sections of the Ergon network.

Our escalated emergency response activated eight times

Our response to storm and cyclone events again showed our readiness, all while maintaining ongoing operating protocols to protect against COVID-19. We also played a critical role in the response to the Callide Power Station outage.

Network monitoring has already potentially saved lives

We undertook a low voltage network monitoring trial, which saw 20,000 devices installed in switchboards across Queensland, helping us improve the safety and power quality of our networks.

Connecting with First Nations people

We supported First Nations-owned businesses through our procurement process, engaged First Nations interns through the CareerTrackers program, continued our prevocational programs for First Nations candidates, and supported the Queensland Museum's Torres Strait Islands exhibit.

Partnering with our community in uncertain times

We continued to support the SES, Rural Fire, the Queensland Theatre and Ballet, the RFDS, and a wide range of other local endeavours that are truly delivering value in our local communities.

Our people

1.1 Significant Incident Frequency Rate

Target ≤1.8 – this result is a notable improvement again in 2020-21, with our Safety is Defence program and Learning Teams focused on areas with highest potential for harm.

6.1 Total Recordable Injury Frequency Rate

Target ≤6.8* – a significant improvement from the 7.5 from last year and, pleasingly, outperforming our target.

2.3 Lost Time Injury Frequency Rate

Target ≤2.0* – lost time injuries remained at the rate of the previous year, short of our improvement target. Safety continues to be a priority.

60% employee engagement

Target ≥72.4%* – employee engagement decreased from last year's strong mid-COVID-19 score in line with the average benchmark. This survey is helping us better focus our efforts towards sustainable improvement.

104 new apprentices

Bringing the apprentices completing a qualification with us to 461 across Queensland, supported by 15 engineer and data graduates participating in our graduate program.

Our environment

Battery storage plan launched

The launch of our Local Network Battery Plan trial will help address the minimum demand challenge and support the Queensland Government's 50% renewable energy target by 2030.

Queensland Electric Super Highway is here

With 31 charging locations now spread from Coolangatta to Port Douglas, the charging network is helping to stimulate EV adoption, attract EV-driving tourists to regional Queensland, and meet future local demand.

Making great strides towards being asbestos free

To safeguard our people and the community, asbestos-containing materials, waste and soil have been removed from 43 substations and commercial sites, 12 depots, two owned residences, and one office.

Our economic value

$1,903 million expenditure

Target ≤$1,878.4 million* This Standard Control Services expenditure reflects a significant capital and operational investment across our networks to ensure we meet safety requirements and compliance.

$302 million Net Profit After Tax

Target ≥$97.1 million* – a sound profit result (while down from $483 million in 2019-20) with reducing customer debt, lower interest rates, favourable market outcomes, and efficiencies.

4.4% Return on Capital Employed

Target ≥3.4* – this result, while down as expected on previous years (5.8% in 2019-20), is above target in line with the profit result achieved.

* Part of our formal performance agreement with our shareholding Minsters, set through our Statement of Corporate Intent.

Chairman and CEO's Message

"Our priority is on safety, keeping the lights on and the business's financial sustainability."

This year we strengthened our efforts in three priority areas: safety, keeping the lights on, and the business's financial sustainability.

Our many achievements across these areas are not only central to addressing today's challenges, but fundamental to our ability to navigate the transformation to a low carbon energy future.

Our industry's interface with customers has traditionally had very distinct components, from generation to delivery, but these roles are now blurring. Continuing uptake of solar, and other technologies such as electric vehicles, has resulted in customers, big and small, changing how they use our networks and the services they need from market participants.

To respond to this shift, and enable customer choice while still maintaining the safety and security of supply, we are preparing now for the grid of the future.

It has been a purposeful and productive year.

A critical investment in the network for the safety of all Queenslanders

We invested $1.5 billion in the state's electricity networks in 2020-21 to ensure the safety and security of supply and, more broadly, to meet the future needs of our customers.

Funds were allocated to asset inspection, maintenance and renewal to address the safety and performance challenges of an ageing network. The elevated levels of capital investment, particularly in regional Queensland, is being targeted to ensure we meet essential asset safety standards.

To undertake this critical work across our 178,000 kilometres of overhead powerlines and 1.7 million power poles we have enhanced the delivery effectiveness of our program of works. Compared to the previous year, we replaced almost three times the quantity of aged powerlines, and delivered a 19% increase in asset inspections. This drove a 13% increase in power pole replacements/reinforcements and a 20% increase in substation defect rectifications.

We are also gaining safety benefits from technological change as we transform our networks into an intelligent state-wide grid. For example, the safety risk associated with low voltage lines is being addressed by the roll out of smart monitoring devices.

From a workplace safety perspective, our people responded well to everything put in front of them, even with the additional challenges COVID-19 threw our way. They showed true leadership in keeping our people and the community physically safe, and their fellow team mates mentally healthy in unprecedented times.

Our focus on strengthening our learning culture and addressing potentially fatal hazards has resulted in a notable decrease in the number of significant incidents.

Keeping the lights on night and day, throughout the year

The year saw us once again demonstrate the emergency response capability across the Energy Queensland Group.

We had our share of severe weather events, from hailstorms in the South East to cyclonic conditions in the Far North and everything in between, with our crews and support personnel acting quickly and safely to restore power supplies.

We also played our part in responding to the Callide Power Station incident in May 2021 that led to state-wide power outages. Power was restored to the majority of the 470,000 customers impacted within two hours, and the need for controlled load shedding during the evening peak was avoided. This event provided significant insights into the broader emerging challenges around overall system stability and the changing load profile on our networks state-wide.

During the year we had already seen a dramatic drop in day-time minimum system demand with the previous year's 700MW of additional rooftop solar energy connected to Queensland's electricity distribution networks exceeding the Australian Energy Market Operator's high case forecast of 300MW to 400MW.

An industry wide response to minimum demand is an immediate imperative. By 2030 it is forecast that there could be 8.7GW of renewable energy connected to our distribution networks, compared to a total summer peak of just over 8.2GW in demand, creating reverse power flows.

As part of our response, we're fast tracking our Local Network Battery Plan. We are initially installing 40MWh of network-connected battery energy storage as part of a five location trial where rooftop solar penetration is high. The batteries will allow the energy made locally to be stored locally for use locally during the evening peak in demand. This initiative will support the Queensland Government's goal of 50% renewables by 2030.

We're also taking action in other ways. We're progressing changes to the way we move the load we already have under control as part of our demand management program to create a 'solar soak', establishing flexible 'solar' export limits. We are also looking to tariff reform to incentivise daytime energy use, and to encourage the take up of 'behind the meter' energy storage.

Significantly more storage will be required to maintain security of supply as we move to even higher levels of rooftop and large scale solar. Our customers investment in batteries will need to be augmented by storage capacity throughout the supply chain.

In addition to system security, we increasingly need to manage voltage and reverse power flows at the distribution level.

To advance the integration of Distributed Energy Resources, like solar and batteries, into the network we're using data to give us greater visibility of the demand and solar energy input to our networks at any point in time.

We're also working with our customers to find solutions, from consultation on connection standards, to trials and feasibility studies into microgrids and stand-alone power systems (SAPS). Through trial SAP projects we have demonstrated that we can meet the electricity requirements of customers and communities at the edge of the grid through more economic solutions than 'grid supply'.

Delivering value to Queensland through our financial returns and lower bills

Our focus on our financial sustainability is delivering significant economic value to Queensland and addressing the ongoing affordability of our services for the benefit of our customers and all Queenslanders.

The Group made a Net Profit After Tax of $302 million, which, while down from 2019-20, was above our budget target of $97.1 million. This will allow us to pay a dividend of $220 million to the Queensland Government in 2021-22, ultimately benefiting the people of Queensland.

Our economic contribution supports a range of state-wide energy-related initiatives, including the Uniform Tariff Policy, which discounts power bills across regional Queensland where it costs more to supply power, and the $50 electricity asset ownership dividend payment being paid to all Queensland households.

Our focus on efficiencies, along with decreases in finance charges and wholesale energy costs, has helped sustainable savings flow to our customers through lower bills.

The St Vincent de Paul Society Tariff-Tracking Project's report in November 2020 showed Queensland has the lowest electricity prices across the National Electricity Market.

This is the fourth year in a row that Ergon Retail's bills have fallen. In 2021-22 regional Queensland households are projected to see an average decrease of $101 in their annual bill and a typical small business customer an average of $79 reduction.

Looking forward we'll continue to focus on efficiencies. Right across our businesses we've looked at where we can reduce costs, in areas like property, travel and fleet so we can spend more where it is needed to meet our networks' safety and performance priorities.

To drive further efficiencies and ensure we can meet our customers' needs into the future our Digital Enterprise Building Blocks program will continue rolling out new systems allowing our people to adapt, learn and embed new processes.

We are also proactively pursuing opportunities to grow our unregulated business. Yurika has strengthened its position in the marketplace this year not just as a significant electrical EPC (Engineering, Procurement and Construction) contractor, but with an integrated end-to-end offering including energy infrastructure services and telecoms, digital solutions and metering under one unified brand.

We see a bright, electric future

We thank our customers, communities and other stakeholders for their support, and our people across the state and in other markets for their efforts, as we drive all elements of our business forward in what will continue to be a changing energy industry.

Phil Garling
Chairman

Rod Duke
Chief Executive Officer

What matters most

Our principles for engagement

We're committed to ensuring:

- We're accessible and inclusive in engaging, interested or impacted stakeholders
- Our communications are easily understood, timely and appropriate
- Open transparency in our decision making processes and outcomes
- Our engagement is responsive and improves with feedback and measurement.

Best practice engagement

We are committed to best-practice engagement, as the first step to delivering sustainable energy solutions for Queensland.

The electricity industry is a complex and challenging environment with a diverse range of stakeholders both across our service area within Queensland, and nationally. Our stakeholders are those we serve, or could potentially be impacted by our operations, or could support or affect our ability as a business to deliver for our customers.

We refreshed our stakeholder framework and engagement satisfaction measure this year – with the survey tracking our efforts to keep our stakeholders informed, to being accessible, to continue to listen and respond to concerns, and to collaborate for better outcomes. Our stakeholder engagement satisfaction score was 7.0/10.

We are actively engaging with our end-user customers, community stakeholders, industry partners (who help service our customers), and a range of government stakeholders and industry regulators.

We recognise that working collaboratively increases our collective knowledge and improves decision-making as a business and a society. It is key to building trust, through social and relationship capital and, in turn, supporting our licence to operate and grow.

Our top 10 sustainability topics

In 2019 we undertook a major issues assessment to identify and prioritise the topics that matter most to our stakeholders and, in 2020, a formal review of these key economic, social and governance topics. Since then we have continued to monitor the top 10 topics, shown here, to maintain a deep understanding of the contribution we can best make to sustainability.

Our response to these areas of corporate responsibility is addressed throughout this report. This is also aligned with the maturity self-assessment provided in our 2021 Energy Charter Disclosure Report. For Energy Queensland, an issue is considered material if it is important to stakeholders and can enable, or prevent, the Group from achieving its purpose and/or medium-to-long-term objectives.

Most Material Topics

ENERGY AFFORDABILITY AND VALUE – As an essential part of modern life, affordable energy, choice and control, and a sense of value, is important from both a cost of living and a business competitiveness perspective.

HEALTH, SAFETY AND WELLBEING – Community safety, around the many facets of electricity supply, and our workplace health, safety and wellbeing is as critical at the personal level as it is to the wider community, and to our business (engagement, resilience and productivity).

DISASTER RESPONSE – Queensland's exposure to natural disasters and other risks (incl COVID-19) requires a high level of emergency preparedness and electricity-related response to ensure community resilience and enable recovery, and protect those most vulnerable.

TRUST AND TRANSPARENCY – There is a significant need to engage meaningfully, build trust, report transparently, be accountable and deliver on promises. A strong social licence, through 'doing the right thing', will be critical as the energy industry transforms.

CUSTOMER SERVICE EXPERIENCE – To remain relevant, the market expects a positive customer service experience, how and when the customer wants to engage. The experience must be easy and generate long-term value for customers.

SECURITY AND RELIABILITY OF SUPPLY – With the increasing dependency on electricity, power outages have the potential to cause major economic and social impacts – a well-managed, secure energy ecosystem is critical.

THE TRANSFORMATION TO A LOW CARBON ENERGY FUTURE – Queensland is moving to a low emissions energy future – advocacy, investment, products and services are required to support an increase in renewable energy.

ENERGY INCLUSION AND VULNERABILITY – Many live-in vulnerable circumstances and face 'energy poverty' with health, safety and other social impacts. They require affordable electricity tariffs, energy literacy education and 'bill' assistance.

ECONOMIC DEVELOPMENT AND JOBS – Access to competitively priced network connections and electricity tariffs is central to sustainable economies. We also contribute jobs, and traditional and future-focused skills development, and other flow on community benefits.

ADVANCEMENT IN TECHNOLOGY – Digital and energy technology change is disrupting the way the energy sector works. The shift to decentralised energy resources needs innovative solutions and to be effectively managed to deliver for Queensland.

Performance report

Customers are at the centre of all we do.

Our focus is on delivering affordable, sustainable energy solutions.

We're improving the service experience today and evolving our offering to meet their needs into the future.

Electricity prices fall for the fourth year

For the fourth year in a row, the Queensland Competition Authority (QCA) has set lower retail electricity prices for regional Queensland in 2021-22.

These reductions are mainly from projected decreases in wholesale energy costs components of the price stack. These rates are also supported by the 2020-21 reduction in the cost of electricity distribution.

Overall, the retail prices result in a 7.3% decrease in the annual bill for a typical residential customer on Tariff 11 and a 3.7% decrease for the typical small business customer on the Tariff 20.[1]

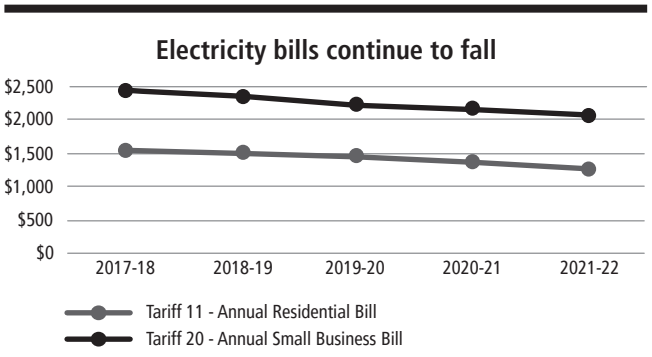
In line with prices coming down, the Queensland Household Energy Survey showed electricity bill concern lessened again in 2020 with moderate to high levels of bill concern continuing to decline from 71% in 2017 (the highest bill concern in the last decade) to a new low of 47% in 2020 [2].

The regulated tariffs[2] offered across regional Queensland by Ergon Retail are set in line with the Queensland Government's Uniform Tariff Policy. The policy reduces the prices customers pay in the eastern zone of regional Queensland by around 10% compared to the cost of supply, and by around 50% for those in the western zone. The cost difference is met by the Queensland Government's Community Service Obligation (CSO).

The QCA also introduced new residential and business tariffs, which customers can access on an opt-in basis, to take advantage of lower usage or demand rates during off peak periods or where they are willing to have their usage controlled during the day. Ergon Retail business customers with a digital meter are able to compare these tariff options using the Energy Analysis portal.

These tariffs reflect changes to network tariffs introduced in 2020-21. For customers outside our retail footprint on Energex's network, we also developed an online calculator for customers to assess the benefits of transitioning to one of our new time-of-use or demand network tariffs.

To assist business customers on a range of legacy tariffs, we are helping them on to the standard tariffs, with the Queensland Government's Electricity Tariff Adjustment Scheme. Here we are providing transition rebates to offset increased bill costs, or where eligible, access to three new limited-access obsolete retail tariffs, or alternatively, the other eight new business tariffs.



[1] Annual electricity bills based on the typical/median usage by customers on Tariff 11 (4,210kWh) and Tariff 22 (6,443kWh) only. Other tariff options are available.

[2] Queensland Household Energy Survey 2020. Question: These energy suppliers provide my household with a reliable energy supply. Scale 0-10; Agree 8-10.

Helping Queensland bounce back from COVID-19

The COVID-19 pandemic continued to create uncertainty and economic stress for many throughout the year.

To help, Ergon Retail's multimedia campaign, 'Help Made for You', encouraged residential customers to get in touch for bill extensions, payment plans and eligibility for Queensland Government rebates and concessions. We also actively sought to help business customers whose trading had been disrupted due to COVID-19 and, where possible, set up payment arrangements. Our focus on helping those impacted from the COVID-19 lock downs were above the Statements of Expectations made by the Australian Energy Regulator (AER). Small customers accessing our Customer Assist program, or who are working with us, are not disconnected or referred to debt collection agencies.

To better understand who and how people were being affected, as well as the ongoing impacts around COVID-19 as time goes on, Energy Queensland partnered with other Energy Charter signatories to co-fund the COVID-19 Consumer Research. This research continues to inform our approach to supporting our customers.

We're local, and 100% Queensland owned

We understand that energy prices and affordability continue to be an issue for our customers. It is why Ergon Retail launched the 'Your Energy' campaign in April 2021.

The campaign, with an honest guide on what to look for in choosing an energy retailer, highlights the need to understand the different fees potentially incorporated in market offers. It reinforces the value of Ergon Retail as regional Queensland's energy retailer through three core elements: with Ergon Retail, what you see is what you get; we get you, because we're owned by you, we're local and always will be; and with our people living and working across regional Queensland, we support our customers and the communities in which we live.

As events started up across regional Queensland, we were excited to be back face-to-face with our customers after a tough year, holding a variety of 'Bring Your Bill' days in Rockhampton, Yeppoon, and Townsville, and talking with customers at community events, like the Toowoomba Royal Show and Rockhampton and Fraser Coast shows. These events allow us to help our customers understand their electricity charges and how to save, and to meet our commitment to being 100% transparent.

Being Queensland Government-owned, we were able to credit residential bills with a $50 electricity asset ownership dividend . We also continued to support our customers with the Queensland Government's concessions, rebates and drought relief. We participated in a trial with the Queensland Government to digitise applications for the Home Energy Assistance Scheme. Eligible customers can now apply for a one-off emergency assistance payment of up to $720, available once every two-years, through an email or SMS link rather than a paper form via the post office.

Ergon Retail's commitment to fostering inclusion

Ergon Retail have continued this year as part of our Financial Inclusion Action Plan (FIAP), under the program lead by Good Shepherd, to deliver on a commitment to fostering inclusion. Through this plan, we are demonstrating our commitment by helping to ensure financial inclusion, developing financial resilience, promoting inclusive growth, reducing inequality and raising awareness of our services.

To help build on this work, we partnered with the Indigenous Consumer Assistance Network (ICAN) Learn to provide scholarships for seven regional Queenslanders to complete their Diploma in Financial Counselling to provide further support for our customers. We also travelled to a number of the First Nations communities we serve; we held monthly engagement activities in Woorabinda and provided face-to-face energy literacy and customer support across eight of our communities who use card operated meters from Gununa (Mornington Island) to Bamaga.

Ergon Retail also continued to take steps to better support customers experiencing family violence, in line with the Australian Energy Council's release of a draft rule change expanding protections in this critical area. These include improving system capability to instigate security and privacy safeguards, training specialist staff to support customers, defining debt management procedures including waivers, and ensuring the process is consistent and equitable.

In regional Queensland we have also supported over 5,000 customers who rely on electricity to support the management of a medical condition. In regional Queensland, Ergon Network works closely with Ergon Retail to ensure these customers do not experience adverse impacts caused by power outages. In the South East, there are more than 24,400 customers reliant on powered medical equipment who are supported by Energex and their local retailer.

Making it easier for our customers to get in touch

Our new and improved Contact Centre Technology (CCT) telephony system went live at the beginning of 2021. Driven by customer feedback, the improvements were made after extensive customer research looked at what customers thought about the former Interactive Voice Response (IVR) system. The new system upgrades include improved navigation for customers, making it easier for callers to find what they are looking for, as well as the introduction of virtual hold or call back functionality, helping us optimise call volumes during call avalanche events. The menu has been streamlined and features an improved list of menu options to make it easier to follow.

Our online tools are also helping customers stay in control. Over 320,000 customers are now registered on our electricity account portal, which means that over 50% of our customers are now benefitting from e-billing.

Ergon Retail is also continuing to support the digital-energy transformation, rolling out more than 59,000 digital meters during 2020-21. This takes the total number of digital meters across our regional Queensland customer-base to over 197,000. This means that more than 174,000, or approximately 23%, of our customer sites have digital metering, allowing them to utilise tools that can help manage energy use and access the benefits of remote meter reading.

Delivered new connections in line with economic stimulus

2020-21 saw a significant surge in residential subdivisions connecting to the network with the COVID-19 economic stimulus packages from the Australian and Queensland Government. This was most notable across the Ergon Network, which saw double the normal level of this type of connection.

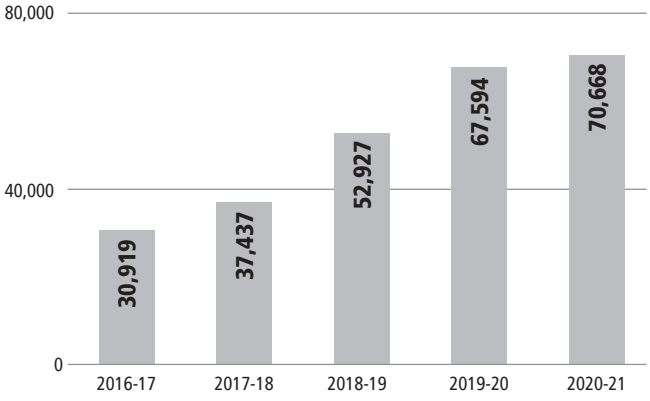
This aligns with a further increase this year in the number of new solar energy systems connected.

In addition to the high levels of new residential solar, there was an escalating number of large commercial rooftop solar systems connecting to our networks, with the strongest growth in the South East. This included the Queensland Government's Advancing Clean Energy Schools program, which connected 281 solar systems totalling 17MVA .

In the area of large customer connections, we continued to improve the customer experience, with a dedicated project sponsor as a single contact point for new, large business connections; increased cost transparency; and flexibility with payment plans.

During 2020-21, the number of applications for the connection of medium and large-scale (>30kVA) renewable energy generating systems to our networks grew again. We are currently connecting five large projects with solar, wind and/or batteries. Another 50 renewables projects are in the enquiry to connection phases; over 400MVA of large-scale solar may be committed before the end of 2021.

Annual solar connections continue to increase



The number of solar connections this year across Queensland continued to grow, boosting the total solar electricity generation capacity connected to the network by over 15%.

Customer Blueprint improves customer experience

In our commitment to provide a great experience for our customers, we have identified a range of new and improved service upgrades through our Customer Blueprint Project. This project was initiated to identify the best approach to upgrading our existing data systems, which currently manage all of Ergon Network and Energex's customer and market data, transactions, and interactions. As these systems reach the end of their life, we now have an opportunity to improve them while meeting our compliance commitments.

We are also making changes to our systems and processes in response to a number of industry reforms which take effect in late 2021. These include:

- 5-Minute Settlement (5MS) – requiring meter data to be captured and settled in the market in 5-minute intervals (rather than the existing 30 minutes)
- Global Settlement (GS) – this allocates a proportionate amount of residual energy cost to all retailers in the market on settlement (rather than the current 'settlement-by-difference' model where the local retailer bares the entire cost).

Customers also benefitted from other system enhancements. One is helping assure customers that the latest information we have about 'dogs on the premises' is correct and that their request to be notified of a meter read is in place. This follows communications on the importance of having dogs restrained when the meter reading is scheduled for our employees' and contractors' safety. The system enhancement enable our frontline staff to see the meter reading notification sent to the customer and to confirm in real time the details logged in our customer portal.

Customer Experience Scorecard

Customer advocacy drives steady improvement

Throughout the year, we focused on embedding our corporate Customer Advocacy Framework, the mechanisms that collate customer insights to raise awareness and motivate change across the Group. A key component of the framework is engaging customers and stakeholders on important issues to inform our decision-making, especially for regulatory topics like Dynamic Operating Envelopes, Two-Sided Markets and the Review of Metering Services.

To guide service improvements, we also survey customer satisfaction following our key service interactions for each customer group, from the large businesses to our residential customers. This is reported as a Customer Index. The index has shown steady improvement over the last four years, improving moderately (0.13) in the last 12 months. The above target result of 7.2 out of 10 for 2020-21 exceeded both target (≥6.8) and stretch target (≥7.1) with service improvements achieved by Ergon Retail, Ergon Network, Energex and Yurika.

We also collaborated with other energy organisations on initiatives to improve customer outcomes, through our membership of the Energy Charter. Our progress has been assessed against the Charter's principles in our 2021 Energy Charter Disclosure Report.

In addition, we piloted new Key Performance Indicators to be introduced in 2021-22 to raise the bar by benchmarking us against others in relation to Customer Satisfaction (CSAT) and a Net Trust Score (NTS).

Making it easy to contact us

With regional based Ergon Retail Customer Solution Centres in Rockhampton and Townsville, our people are there to assist customers with a broad range of needs, from bill support to energy advice. There continues to be a significant focus on providing the best possible customer experience which is reflected in Voice of Customer survey results, indicating satisfaction at 82.1%. Thanks to the introduction of new Contact Centre Technology in 2021, first call resolution can now be tracked more accurately based on customer call frequency. The result for the year based on this is 92.3%.

Call volumes in the Ergon Retail Customer Solution Centre showed a reduction on previous years as customers look to use alternative channels to contact us, such as the MyAccount portal. COVID-19 support initiatives also reduced the need for people to contact us.

As an outcome of our response to COVID-19, staff in the Ergon Network and Energex Customer Operations Centres are now able to work from home, enabling us to more quickly stand up an effective and efficient workforce during any kind of event. This proved extremely beneficial in managing the peaks in call volumes during the last storm season.

CALL ANSWERING	TARGET		RESULT	
Unplanned Outage Enquiries	Ergon Network	Loss of supply, emergency calls ≥77.3% answered in 30 secs	87.3%	▲
	Energex Network	Loss of supply, ≥85% answered in 30 secs	88.9%	▲

Making contact

Customer calls answered by our customer solutions centres

Ergon Retail calls	731,080	▼
Ergon Network calls	242,144	▼
Energex calls	286,607	▼

Website

3.3 million

views of our outage information

Social media

234,100

followers on our platforms, which represents a 11% increase from 2019-20

Learning from complaints

We continue to report customer complaints to our Executive Committee and Board, including case studies demonstrating systemic issues for attention.

In addition, we report on annual benchmarking for retailers conducted by the AER, which shows Ergon Retail received a monthly average of 0.04 complaints per 100 customers throughout the year, a stronger performance than 2019-20 and benchmarking well against other retailers.

Ergon Network and Energex continue to outwork improvements in relation to metering experience for residential customers. Changes were made to the complaints process last year to better address customer complaints traditionally escalated to the Energy and Water Ombudsman Queensland (EWOQ).

For our Network businesses, our improvement focus has been on time to resolve issues at the first point of contact. This provides the best outcome for our customers, and business efficiencies. This is not always possible, generally for complaints relating to quality of supply, our contractors, meter reading and field delivery involve working with the relevant managers and teams to resolve.

Network referrals to the EWOQ are in line with best practice performance across the industry. Energex and Ergon Network received 0.02 complaints per 100 customers on average each month through the year.

Yurika continues to transform to better provide end-to-end customer solutions

Yurika has strengthened its position in the marketplace by offering integrated end-to-end solutions under one unified brand. In mid-2020, Yurika began its brand consolidation project. Beginning with Nexium Telecommunications then followed by Metering Dynamics, both brands have now taken on the Yurika name. The integrated solutions now offered under the Yurika brand include energy, infrastructure and supplies, telecoms and digital solutions, and metering.

Yurika also continued its internal digital transformation to reduce costs-to-serve, while also enabling future technologies and further improvements to our customer experience.

We are now offering digital services to the market

The new digital services business line introduced this year is in response to advancing technology applications and growth opportunities related to the Internet of Things (IoT) and telecommunication sectors. It is focused on delivering improved connectivity solutions to remote, regional and rural Queensland to enable organisations to take advantage of the data informed processes and automation efficiency benefits that IoT can provide.

The digital team is currently working with local government to enable the expedited roll out of 5G technologies to support their Smart City ambitions. This improved connectivity will support the growth of innovation hubs in regional and rural Queensland locations.

The bespoke digital service offering includes network designs, facilities access solutions, IoT platform access and connectivity management.

Smart Solar goes big and powers up the Cowboys

Commercial and industrial customers are taking up Yurika's Smart Connected Solar solution as the energy platform to manage their energy costs, and improve their carbon emissions, with its bundle of modular distributed energy components and smart metering. It brings together solar panels and 24/7 monitoring technology with the ability to add batteries and additional options, such as electric vehicle charging stations.

This includes Queensland Investment Corp (QIC) who have partnered with Yurika to deliver solar on five shopping centres around the country. The total project portfolio is in excess of 14MW of renewable energy installed onto some of the country's largest and high-profile retail precincts. Yurika most recently completed the installation of 13,340 solar panels on the roof of the Robina Town Shopping Centre – a 5.4MW system capable of providing 50% of the centre's energy consumption. It also makes the centre in Robina home to the largest rooftop solar system in the southern hemisphere.

Yurika's innovative design and cutting-edge smart solar technology has also helped the North Queensland Cowboys tackle its energy costs and reduce their carbon footprint. While the Cowboys got ready for their NRL season, Yurika managed the installation of solar energy on the roof of the club's newly constructed high-performance centre – a 264kW Smart Connected Solar array consisting of six hundred 440W panels and two inverters.

Yurika has had success in telecommunications and metering

Yurika has continued to grow its telecommunications business in 2020-21, with a number of significant projects and major advances in capability. Along with extending the in-house monitoring service to include National Broadband Network (nbn) support for major accounts, we have also continued to connect Queensland Government facilities state-wide as part of the package of network data services. Under a contract for a major government agency, we have connected over 1,100 sites so far, supported by a 24-hour critical response capability. Sites across the state are being connected via our fibre networks and the nbn, plus fixed wireless and satellite services in remote regions.

Yurika has independent connections from our fibre networks to all 22 nbn points of interconnect in Queensland. Additionally, we have extended our capability, through a partnership arrangement, for delivering nbn services into New South Wales, Victoria, South Australia and Tasmania.

We have also supported the establishment of QCN Fibre through the delivery of thirty fibre builds across Queensland.

During the year Yurika also continued to scale up its national footprint as a metering services provider with an average of 10,000 plus meter installations per month this year for residential, as well as commercial and industrial customers across the National Electricity Market (NEM).

Safely, reliably, and sustainably.

Maintaining the safety and security of our network is our pressing priority.

We're collaborating to ensure our social licence and deliver benefits to the broader community.

Investing in network safety, security and reliability

Across the state, Energex and Ergon Network delivered a $1.1 billion program of works this year to ensure our networks remained safe and reliable, and to provide the electricity infrastructure needed to support the state's economic development.

Our largest investment area is in the renewal of our networks. Across the state we are continuing to invest in asset inspection, maintenance, refurbishment and replacement strategies to address the performance challenges of an ageing network.

This investment is most notable in the Ergon network, with the $504 million investment in network renewal. This escalated level of investment is part of a multi-year, safety-driven response to an elevated rate of pole, cross arm and conductor defects, which will continue into future years.

This year, across the Ergon network, 13,500 poles were replaced or reinforced to address the defects being identified across the one million poles throughout regional Queensland's electricity network, up from the historical replacement of 8,500 poles. Our regional Queensland investment also saw an additional targeted 9,000 customer service wires proactively replaced, in addition to the 15,000 replaced or repaired on defect, up from the historical total targeted replacement of 4,500 services. It also saw just over 300 kilometres of ageing copper conductor replaced across Ergon Network's coastal regions, as well as the replacement of condition-based circuit breakers in a number of major substations.

In the South East, a $231 million renewal investment also continued to maintain the safety standards of poles, cross arms and conductors (300 kilometres of overhead copper lines were reconductored).

The safety risk associated with ageing low voltage lines is also being addressed with low voltage monitoring devices.

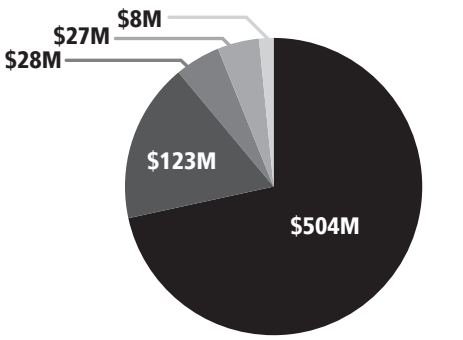
Our focus on delivery saw us achieve 95.7% for our program of work delivery index, well ahead of our target of 90%. This result was supported by embedding improvements to the way we forecast, program, schedule and supervise delivery of our works program. This measure includes operational works, as well as the design and commissioning of our capital projects.

Using technology to better target our investment

We continued to use technology to deliver smarter solutions, including aerial asset and vegetation monitoring management technology. The LiDAR image capture has been used this year in the South East to provide a virtual version of the real world to identify safety issues, especially useful for powerline clearance issues, to better target our defect remediation programs.

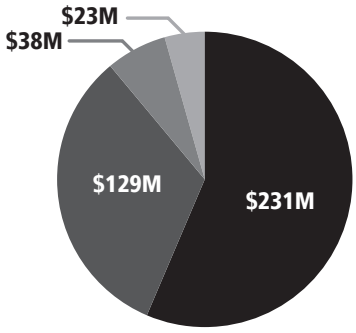
We are also looking to machine learning to support defect management, with computer-aided analysis of high-resolution imagery of pole top structures now being used to more efficiently to identify broken or deteriorated assets for replacement.

Ergon network investment



- Renewing the network
- Connecting new customers
- Meeting growth and demand
- Investing in our generation assets
- Reliability and other targeted investment

Energex network investment



- Renewing the network
- Connecting new customers
- Meeting growth and demand
- Reliability and other targeted investment

Ensuring a safe and reliable supply

502,900
asset inspections

25,000
poles replaced or reinforced

660km
overhead conductor replaced

32,100
customer service wires replaced or repaired

5,200
powerline clearance issues addressed

723,400
spans of vegetation managed

Projects delivered

During the year, we commissioned the following large network projects:

- a new 17 kilometre, dual-circuit 132kV powerline from Palmwoods to West Maroochydore in the Sunshine Coast – $106.7 million
- upgraded the fire protection at the Ann Street Substation, Brisbane – $2.4 million
- upgraded the Lomandra Drive Substation, Nudgee – $5.8 million
- replaced transformers at Clayfield Substation, Brisbane – $10.9 million
- replaced aged equipment at Alexandra Headland, Sunshine Coast – $2.8 million
- upgraded West Dalby Substation – $3.7 million
- replaced transformers at Pirrinuan Substation, near Toowoomba – $2.8 million.

Other major projects well progressed across the state include substation refurbishment and upgrades in Kilcoy, Black Mountain, Tennyson Street (Mackay), Howard (near Maryborough), Dysart, Yarranlea (Toowoomba), as well as the construction of a new substation and powerline in Gracemere.

Future Grid Roadmap taking us in the right direction

Central to our investment plans is Our Future Grid Roadmap. This strategy has been updated in 2020-21 to reflect both our increased understanding of our ongoing journey towards an intelligent state-wide grid and impacts of growing numbers of solar energy systems connected to our networks.

Our networks are experiencing increasing numbers of days where demand for electricity while the sun is shining falls to very low minimum levels, and then experiences high energy loads again in the early evening. This large daily fluctuation between forward and reverse flows can challenge the quality of power supply, the capacity of the network and, in some cases, the broader stability of the entire electricity system.

Ergon Network and Energex are progressing well in the development and implementation of advanced energy and digital technology solutions to support our customers in leveraging the benefits of distributed energy resources. This includes trialling new ways of managing the connected systems and exploring the use of batteries to store solar energy during the day and releasing it back into the network at peak times when it is needed. These approaches will continue to allow our customers to unlock the benefits of new energy technologies like solar, batteries and electric vehicles, while maintaining a safe and secure electricity supply at all times for all customers.

This digital capability, along with the other innovative trials underway, will help create the capability we need to continue to deliver on our vision and customer expectations into the future.

The Micro-grid and Isolated Systems Test (MIST) facility, located in Cairns, has come into action this year as an important strategic initiative. Isolated community generators are now tested at the MIST facility prior to being sent out to site. Along with this, new control systems for the power management of our isolated communities have now been successfully proven.

Our advanced, real-time digital simulator linked with hardware-in-the-loop has provided pre-launch testing for new Australian Standards in inverter technologies. Testing for stand-alone power systems (SAPS) inverters are also part of the achievements of the new facility.

The MIST facility will continue to extend its application to provide ongoing support for the communities we serve that are not connected to the main grid, for future microgrids and to enable new, low voltage technologies to support our network. It will also be able to provide services commercially.

At the community level, Ergon Network has trialed two network support SAP solutions – one near Mount Isa and one on the coast near Gladstone. The learnings from these trials have supported our engagement with the AER and other stakeholders on the development of the regulations around these solutions.

Following the success of the solar pump trial and engagement with the AER, Ergon Network is identifying other eligible customers who may similarly benefit with a solar pump as an alternative to grid supply for low load connections.

Network Performance Scorecard

Minimising the outage impact of planned safety works

Our Queensland Household Energy Survey 2020 showed customer satisfaction with power reliability improved for a second year in a row to 59% (up from 58% in 2019, and 55% in 2018).[2]

For 2020-21, network performance met all but three of the 12 outage frequency and duration targets, an overall result of 75% of targets met. These standards, which include both planned and unplanned outages, are set as part of our Distribution Authorities.

The below target results for Ergon Network's Minimum Service Standard (MSS) for the Urban, Short Rural and Long Rural System Average Interruption Duration Index (SAIDI) were largely as a result of the vital planned outages linked to the scale of safety-driven works underway on ageing sections of the network. Our priority on planned defect remediation and repair works, over the past two and a half years, and a continuing investment, is essential to the safety and reliability of supply to our regional communities.

The number or frequency of unplanned outages or emergency outages, which are a major safety risk and inconvenience to our customers, is trending down across Ergon Network's three network categories, while the average duration for the unplanned outages is stable.

To keep the impact and the duration of outages to a minimum, we have been focusing on improving the bundling of works, fast tracking the return of equipment into service and the use of live-line techniques and mobile generation, as well as increasing line patrols, in addition to other initiatives.

ERGON NETWORK	2019-20	2020-21		TARGET (MSS)
Number of outages per customer (System Average Interruption Frequency Index)				
Urban Distribution	1.77	**1.45**	▼	≤1.98
Short Rural Distribution	3.88	**2.99**	▼	≤3.95
Long Rural Distribution	6.34	**5.60**	▼	≤7.40
Average length of outages - minutes (System Average Interruption Duration Index)				
Urban Distribution	219min	**213min**	▼	≤149min
Short Rural Distribution	412min	**427min**	▲	≤424min
Long Rural Distribution	1,037min	**976min**	▼	≤964min

ENERGEX	2019-20	2020-21		TARGET (MSS)
Number of outages per customer (System Average Interruption Frequency Index)				
CBD Distribution	0.02	**0.06**	▲	≤0.15
Urban Distribution	0.62	**0.57**	▼	≤1.26
Short Rural Distribution	1.31	**1.23**	▼	≤2.46
Average length of outages - minutes (System Average Interruption Duration Index)				
CBD Distribution	5min	**5min**	—	≤15min
Urban Distribution	69min	**65min**	▼	≤106min
Short Rural Distribution	156min	**167min**	▲	≤218min

Reporting based on the MSS exclusion criteria outlined in in each network's Distribution Authority.
Ergon Energy Network data includes our regulated main network and excludes our isolated networks.

Managing a changing demand profile

The growth in solar energy generation across Queensland is having an increasing impact on electricity flows through our distribution networks.

Solar is changing the shape of load profiles across the day, and throughout the year, 'hollowing out' the load during the middle of the day by creating an alternative source of supply for not only the owner of the solar system, but others in the local area who share the solar energy exported.

This has significant implications for the grid, as it lowers the minimum demand system-wide, with the potential to impact system stability, and creates local network challenges around managing reverse power flows and voltages.

Minimum demand is in the lowest level of demand for electricity on the grid in a given day, week, or year. In South East Queensland, the year's minimum demand fell from 1,136MW in September 2019 to 768MW in September 2020, and in regional Queensland from 1,128MW in September 2019 to 961MW in August 2020.

Historically, the key issue for networks was increasing peak demand (driven largely by air conditioners), with Energex's peak demand growth averaging over 7% every year between 2001 and 2010. However, the dramatic decline in minimum demand is now the primary challenge. There is an increasing number of zone substations experiencing reverse power flows compared to the previous year.

Solar energy's impact on peak demand has been limited – due to the peak occurring later in the day when generation has declined. While demand on Energex's network was lower than the previous year by around 500MW (to 4,570MW), the majority of this decline was due to mild weather, with demand expected to recover to over 5,000MW over the summer of 2021-22. On Ergon's regional Queensland network the annual peak in demand was also down to 2,587MW during the 2020-21.

The impact of COVID-19 on peak demand was mainly visible in the Brisbane CBD and the Brisbane Airport. More broadly, in the South East, business customer energy use dropped by 7.7% between April and October, a significant 575GWh decrease on the previous year.[3] In contrast, residential energy use increased by 5.8%, a 250GWh increase over the same timeframe, primarily driven by more people working from home.

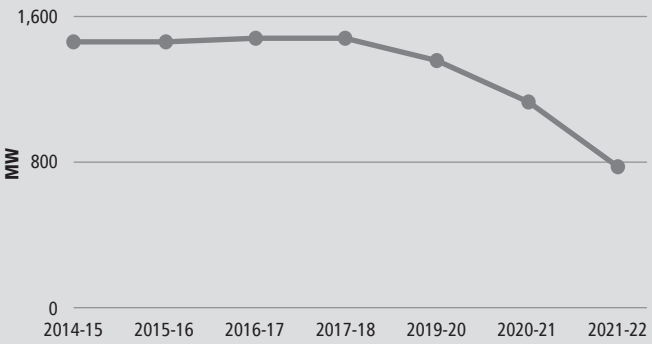
Uncertainty in the economic outlook remains high. At this stage, there is no clear indication of when international travel restrictions will be eased. However, the size of the economic stimulus measures introduced were historic and will have positive ongoing impacts.

We are continuing to improve our modelling and monitoring to forecast future demand scenarios.

[2] Queensland Household Energy Survey 2020. Question: These energy suppliers provide my household with a reliable energy supply. Scale 0-10; Agree 8-10.

[3] The April to October period was used as good timeframe to examine COVID-19 impacts due to comparable weather/temperature recorded.

Reduction in minimum demand on the distribution networks



In the South East, September 2020 saw a dramatic 32% drop in the lowest level of demand for electricity from the grid for the year compared to the previous year. Further decreases are expected across both networks in the coming years.

ENERGEX	2019-20	2020-21	
Number of connected customers	1,507,357	**1,528,132**	▲
Network-wide peak/maximum demand	5,069MW	**4,570MW**	▼
Network-wide minimum demand	1,136MW	**768MW**	▼
Electricity delivered	21,154GWh	**21,132GWh**	▼

ERGON NETWORK	2019-20	2020-21	
Number of connected customers	745,477	**753,401**	▲
Network-wide peak/maximum demand	2,623MW	**2,587MW**	▼
Network-wide minimum demand	1,128MW	**961MW**	▼
Electricity delivered	13,567GWh	**13,477GWh**	▼

Guaranteed Service Levels

We are committed to making sure the safe and efficient delivery of electricity to your home or business meets industry standards. Where we fail to meet our commitment, we provide a Guaranteed Service Level (GSL) payment to the electricity account holder.

During the year, a number of storm events impacted local reliability on the Energex network. These unplanned events – like the major outage in the Sunshine Coast in October 2020 that saw 5,500 Network Reliability GSL payments made – were not declared natural disasters and, as such, we provided a higher number of GSL payments overall this year compared to the previous year for failing to meet our service standard.

Other GSLs include appointments, new connections, reconnection timeframes and wrongful disconnections. Over the last 12 months we faced significant resourcing challenges associated with COVID-19 pandemic and an overall increase in customer service requests across the state.

GUARANTEED SERVICE LEVEL PAYMENTS	ERGON NETWORK		ENERGEX	
	2019-20	2020-21	2019-20	2020-21
Network reliability	4,859	**4,271**	1,349	**9,710**
Notification planned interruptions	885	**568**	423	**625**
Other	167	**108**	831	**1,373**
TOTAL PAYMENTS	5,911	**4,947**	2,603	**11,708**

Demand management capability strengthened

Together, Ergon Network and Energex have the largest demand management program in Australia. Through our Demand Management Plan, we run a number of customer incentives programs as an alternative to costly network investment.

Through discounted tariffs, our load control capability ensures high demand appliances (like hot water systems and pool pumps) are not overloading the network during the evening peak. Across Queensland the homes taking advantage of these tariffs provided a peak load reduction of 694MVA this year to minimise network impacts.

During the year we continued to promote our PeakSmart air conditioning program. This program reduces peak demand by dropping the air conditioner into a lower performance mode when the network is under stress. Across Queensland there are now 89,336 customers with PeakSmart installations, making up to 156MVA of diversified load available during periods of high demand.

Our targeted program rewards business customers undertaking energy efficiency, load curtailment, load shifting or embedded generation to reduce demand. This program provides 41.8MVA under control that can be leveraged to support the network and defer network investment.

Historically, most of our effort has been on implementing demand management solutions to address peak demand. Increasingly, demand management has a growing role to play in addressing the minimum demand challenge – in flattening the demand curve by shifting demand to fill the 'trough' in the middle of the day caused by the level of rooftop solar energy systems connected into the system, while still lowering the evening peak.

Throughout 2020-21 we have undertaken a number of trials, working with industry and customers, to investigate the demand management capabilities of future technologies including electric vehicles (EVs), Home Energy Management Systems (HEMS) and behavioural demand response. These new technologies will work alongside our existing demand management programs to optimise the performance of the future grid.

Our long-term collaboration with Queensland's irrigators, and, earlier, other agricultural customers, saw new load controlled tariffs introduced this year.

Our team is at the ready for natural emergencies

Our Emergency Management Teams activated eight times over the season in response to storm and cyclone events all while maintaining ongoing operating protocols to protect our staff and communities against COVID-19. As an essential service we know that our disaster readiness and the resilience of the network is critical. Across our portfolio of companies, our teams are well-versed and practiced in emergency response and have robust plans in place to respond across the state.

To increase our preparedness this year, we enhanced our Geospatial Concept of Operations platform, which allows us to visualise the entire electrical network geospatially and overlay relevant layers of information relating to flood and inundation, bushfire fire prone areas, meteorological forecasts and other external agency information. This collaboration with other agencies and information providers, like Queensland Fire and Emergency Services and Geoscience Australia, assists us in the planning and restoration process for escalated weather events that affect our network.

Following fires in 2019 threatening the Toowoomba region around Perseverance and Cressbrook Dams, Ergon Network has received funding for relevant line upgrades to the dams. Additionally, we received funding for sixteen mobile generation injection points across the state. These upgrades will ensure network resilience should the region be threatened again in the future, a perfect example of 'building back better' for our customers and communities.

This year, Energex introduced a lightning tracker to our power outage website, which shows the level of storm activity during severe weather events, to help manage expectations during the power restoration process. It was particularly valuable when, in late November, Springfield Lakes and surrounds bore the brunt of 413,000 lightning strikes accompanied by hail the size of cricket balls, which at the peak of the storm saw 95,000 homes without power.

Queensland also had two cyclone events. The first, Cyclone Imogen, battered Karumba and surrounds in January, which saw crews and equipment being helicopter lifted into Normanton via Georgetown to restore power to 1,500 customers. Later in the year, the system that formed into Cyclone Niran saw crews restore power to 43,000 across Far North Queensland when gale force winds and heavy rain brought down trees and powerlines across Cairns, Tully and Innisfail.

We continued to build productive relationships as part of the Queensland Chapter of the Thriving Communities Partnership and its Disaster Planning and Recovery Project. Through the second phase of the project, which has built on the national virtual roundtable in late 2020, we gained a greater understanding of the relationship between the experiences of individuals, first responders and front-line service providers. This is now advancing collaborative opportunities for positive change.

Playing a critical role in the response to the Callide outage

The capability of our response, and readiness, was also demonstrated in May this year in the hours following a major incident at the Callide Power Station in central Queensland, which interrupted power supplies to more than 470,000 customers state-wide, from Cairns to the border in the South East.

Callide Power Station went offline abruptly just before 2pm after the incident saw three of the major generator's four turbines shut down, and within seconds impacted several other power stations, resulting in around 3,100MW disappearing from the Queensland power grid, and multiple transmission lines tripping with widespread power outages.

Our response was critical to managing the safety and security of the system. Ergon Network and Energex worked with Powerlink Queensland to address safety and network stability concerns, and progressively restore power supply. Our network response included shedding controlled loads such as hot water, and working closely with our major customers, Queensland's large mining and port operations, to help curtail 400MW of demand.

At the same time, Ergon Retail used its 35MW gas-fired power station in Barcaldine to assist in the system's security of supply and to manage energy market risks. Additional generation was also brought on via commercial agreements with Yurika.

Power was restored to the South East within two hours and the remainder of Queensland was restored by early that evening. To support the community, additional contact centre staff were online taking calls within minutes of the event starting, whether working from the home or office, to assist with the large call volumes.

Our public communications were also critical as we appealed to the community to assist by reducing electricity use into the evening peak. In the 24 hours following, Ergon Network and Energex's social media (Facebook and Twitter) reached a total of 887,000 customers with 158,000 engagements (shares, comments, reactions). Customer sentiment was generally good, with Ergon Network and Energex's social media platforms, peaking at 75% positive for Energex Facebook customers.

Our efforts, collectively as an industry, managed the loss of generation reserves, with generation capacity brought back online, and avoided the need for controlled load shedding into the evening.

Community awareness remains key to safety

In early 2021 a community safety learning team brought all divisions of the business together to help align and improve the effectiveness of our future community safety efforts. This is refreshing Energex and Ergon Network's strategy for building safety awareness, educating and encouraging behavioural change in the community. We are also collaborating with the Electrical Safety Office, Workplace Health and Safety Queensland and many other at-risk industry worker associations to promote powerline safety and reduce the risk of incidents, with a focus on the most at-risk sectors.

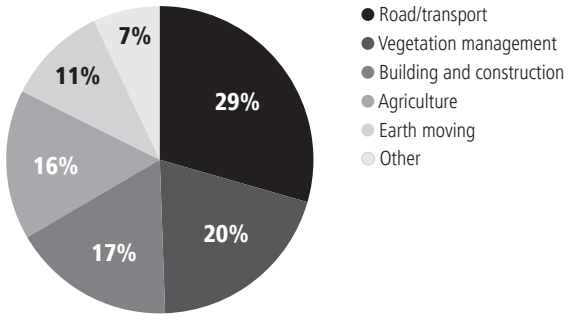
We continue our award-winning 'Take Care. Stay Line Aware' communications campaign, now in its third year, which captures viewers' attention and positively influences their decisions to take safe actions in the event of a powerline emergency. We are now seeking to increase awareness and educate our customers on how to respond if they experience an electrical shock or tingle at home.

We also continued to encourage business owners, machinery operators, tradespeople and other workers to download the look up and live app to help plan and work safely around the electricity network. The app has been downloaded to 7,500 devices and has been accessed over 80,000 times in the last year. There has been a slight decrease in incidents this year and our community safety team remains vigilant in promoting powerline safety to the community.

Our Safety Heroes education program broke another participation record in 2020 with 1,417 primary schools registered across the state. This represented 97% of all Queensland primary schools. The teaching resources are designed for a variety of ages and abilities from prep onwards, including a social stories booklet for students with Autism Spectrum Disorder, and more complex interactive lessons aligned with the Australian Science Curriculum for Year 6.

As part of our commitment to ensuring electrical safety remained top of mind during COVID-19, we launched Heroes at Home, a series of fun creative activities and electrical home safety information for students and families.

Community contact with the networks



During the year there were 340 community powerline safety incidents involving contact with our network.

Network monitoring has already potentially saved lives

To keep the community safe, we undertook an important low voltage network monitoring trial. Supported by the Queensland Government's Advance Queensland initiative and Technology Partner, Redback Technologies, the trial saw 20,000 Redback network devices installed in switchboards across Queensland by early 2021. This investment downstream of our traditional monitoring devices is helping us to improve the safety and power quality of the network. Already 40 alerts have been responded to as a result of the monitoring, potentially preventing high-risk safety incidents.

It is also helping us get ready for a future where more solar systems and new technologies, like electric vehicles and battery storage systems, are connected to our network.

Connecting with Queensland's First Nations people

The Group's First Nations Connections Plan incorporates an Innovate-level Reconciliation Action Plan, endorsed by Reconciliation Australia. The Plan is a commitment to strengthening connections with Queensland's First Nations peoples and communities. Following an extensive co-design process with employees and representatives from First Nations communities, the three-year plan is now mid-way through implementation.

In 2020-21 the key achievements have included strengthening our support of First Nations-owned businesses through procurement process, engaging our First Nations interns through the CareerTrackers program and continued our prevocational programs as an introduction to the Electrical Supply industry for First Nations candidates.

We supported the Queensland Museum's Torres Strait '*Island Futures: What lies ahead for Zenadth Kes*' exhibit, and our partnership with JUTE Theatre Company continued into its third year. The Dare to Dream program, involving the creation, development, production and touring of inspirational stories to regional and remote communities of North Queensland, is made by First Nations artists. The program travels for up to 10 weeks across rural and remote communities, spending a full week in each school and community to embed their inspirational message.

Supporting local economies

Our state-wide presence provides economic benefits through local procurement, local employment and career opportunities in the communities we serve.

For 2020-21, we spent more than $914.5 million on direct purchases from Queensland suppliers. We have incorporated the principles, targets and commitments of the Queensland Procurement Policy into our procurement processes, and work in partnership with our communities to develop industry capability and capacity, and secure broader economic and societal benefits.

Partnering with our community in uncertain times

Working with the community to emerge from the uncertainty of the past year, our community investment program worked with our existing partners to ensure shared value for our local communities.

We continue our support of Queensland State Emergency Service (SES) and Rural Fire volunteers, ensuring all Queenslanders are assisted during their time of need. Community resilience and support is also a key theme for our Rural Aid and Kookaburra Kids partnerships, which provide support and resilience building programs to rural communities and families impacted by mental illness respectively.

As Principal Partners, our support of the Queensland Museum's Island Futures exhibit is empowering conversations about the Torres Strait Islanders' place in present-day Australia. We also continued our support of the arts with our long-standing Queensland Theatre and Queensland Ballet partnerships.

During the year our network businesses also supported a wide range of grass-root endeavours across the state including vital economy-boosting events, family and domestic violence prevention activities, community pantry services and STEM and more inclusive education programs. We continued to work with our Community Fund recipients who each benefitted from our $5,000 grants.

Ergon Retail continued its long association with the Royal Flying Doctor Service (RFDS QLD section). This year marked the 21st year for the partnership, with donations raised to date totalling more than $16 million. Over 165,000 of our customers and employees currently participate in the voluntary donation scheme, with every cent going towards vital medical equipment, healthcare initiatives or their aircraft replacement program.

Ergon Retail also continued to support the RFDS's Local Heroes Awards, now in its sixth year, which recognises those who selflessly give their time and energy to the Flying Doctor Service. The winner receives a $7,500 grant to give back to their community.

With the easing of restrictions, Ergon Retail have proudly been out in the community at regional shows, including the Toowoomba Royal Show and Fraser Coast Show. Our support has also continued for Ronald McDonald House Charities North Queensland through volunteering and sponsorship of the Family Room.

People are at the heart of our business.

Our priority is their safety.

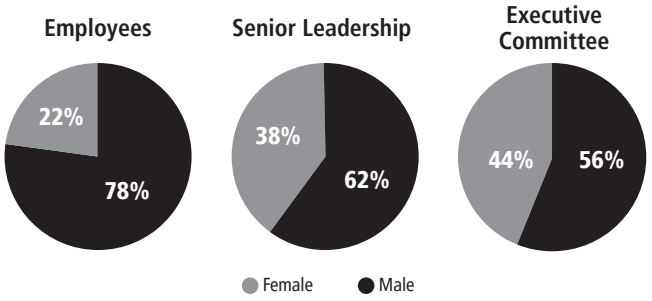
We're embedding a people-centred culture to help us transition to a workforce supported by ever advancing technologies, ready for the future.

We have over 7,500 employees across Queensland, and in the other markets that we're operating in, around half living and working in regional areas.

Our people statistics

7,526
Employees

7,221
Full Time Equivalent



4.8%
Employees from a non-English speaking background

2.7%
First Nations employees

2%
Employees with a disability

Location
Aproximately half of our employees reside and work in regional areas.

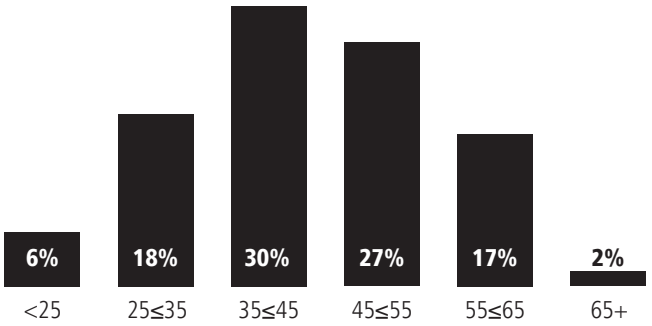
46% South East

28% Southern

26% Northern

<1% Interstate

Age profile of workforce



Safety is Defence is driving changes in the field

Our home-grown safety leadership program, Safety is Defence is showing strong signs of being embedded into the organisation. This year saw new initiatives, like Work Group Leader Wednesday, enable our leaders to spend valuable time with their people in the field to drive changes in the workplace. Our Area and Regional Managers also spent up to three months in the field to help achieve sustainable safety outcomes. Off the back of this success, as part of Safety is Defence, we will continue to lead with a strong focus on empowering leaders with more time in the field. We also continue to support continuous learning throughout all levels of operations by facilitating quarterly learning groups.

Learning Teams are now embedded into our Learning and Assurance Framework and bring together front-line personnel to undertake deep reviews across different processes and hazards to identify learning opportunities and solve complex problems. The open sharing and learning of how work is done has led to many process improvements and has been a key contribution to a reduction in significant incidents.

The program adapted to COVID-19 restrictions by implementing multiple local satellite learning groups that feed systemic learnings for the organisation. Learning Teams topics have included apprentice management, asset inspection, retaining skills in rural locations, commissioning electrical equipment, community safety, contractor management and the low voltage generator connection process

Providing the safety tools to get the job done safely

This year, we have implemented a new planning tool to plan safe work, 'Situation, Mission, Execution, Administration, Communication, Safety' (SMEACS). This is our tool to continue to drive improved and consistent safety behaviours in every job, every day, everywhere. The SMEACS process highlights fatal hazards and assists in identifying controls that must be in place before we can undertake work. It also ensures there is a consistent message and intent that is relayed through the reporting chain, with minimal risk of miscommunication along the way.

To support the SMEACS, an application is in development to improve the ease with which our workers access this information.

In January this year, we introduced the HazChat app to all iPads for field workers. This app allows our workers to complete a hazard hunt on their device and share the results with the workers involved on the job. This approach has seen a reduction in significant incidents.

We have also implemented new processes with regard to heavy vehicle chain of responsibility. This means loading and unloading exclusion zones and load restraint has started to be implemented across all depots.

Addressing fatal hazards with critical controls

Within 2020-21 the focus around health and safety has started to shift from introducing new, large-scale programs to a transition to assurance and continuous improvement activities.

Two cornerstones of this shift are the creation of the Health, Safety and Environment (HSE) Assurance Program and focus on fatal hazards and critical controls. The HSE Assurance Program will ensure all relevant processes and hazard areas are reviewed for effectiveness at a minimum of every three years, with many reviewed multiple times during this time frame.

The focus on fatal hazards, from working on or near electricity to driving or working on or near roadways as examples, is aligned with the Significant Incident Frequency Rate (SIFR) being the key organisational safety metric.

Energy Queensland began the installation of In Vehicle Asset Management (IVAM), an in-vehicle telematic system that enables the collection of data such as vehicle location, kilometres, plant hours, journey routes and driver behaviour. IVAM is focused on enhancing the safety of our people with duress and vehicle accident notification functionality, as well as improving the management of our fleet asset and performance. The installation of the necessary hardware has begun in approximately 2,800 vehicles across the state.

Employee well-being focus with COVID-19 and mental health

From March 2020 until now, we have been agile in responding to the challenge of COVID-19. Following the advice of Queensland Health and SafeWork Australia, those who can work from home have done so as required, with the majority returning to the office from October 2020 while meeting the physical distancing requirements. This ongoing response has required significant support and co-operation from our employees.

To assist our employees in these uncertain times, especially during the initial response, additional mental health resources have been provided.

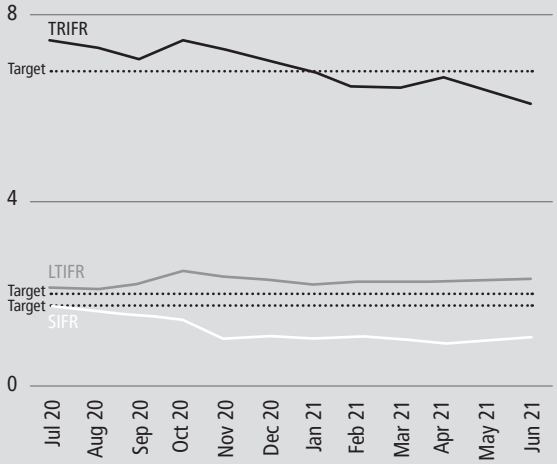
We have continued to build on the mental health platform already established. The Mental Health Action Plan has been revised and a number of key governance activities have been completed, including a mental health risk assessment and the implementation of the mental health management plan. In addition, the focus has broadened from a focus on our 'workers' to include 'the work' we do and 'the workplace'. Key activities underway include roll out of the critical incident management plan, bullying and harassment awareness and a focus on young workers, female field workers, difficult conversations and resilience.

Workplace Safety Scorecard

During 2020-21, we achieved a notable improvement in the Significant Incident Frequency Rate, with a result of 1.1 (18 incidents), compared to 1.9[5] (32 incidents) in the previous year, and well below the target of 1.8. This measure was introduced in 2019 to focus efforts on the risks that have the highest potential for harm. The result was realised through the roll out of our Safety is Defence program combined with the success of our Learning Teams.

We also outperformed our target of 6.8 for Total Recordable Injury Frequency Rate bringing the rate down to 6.1, again a significant improvement on last year. The Lost Time Injury Frequency Rate remained at the rate of the previous year at 2.3, short of our improvement target.

Significant, Total and Lost Time Injuries



The Significant Incident Frequency Rate (SIFR) and the Total Recordable Injury Frequency Rate (TRIFR) improved, ending the year significantly better than target (flat line) with less significant incidents injuries.

WORKPLACE SAFETY	2019-20	2020-21		TARGET
Significant Incident Frequency Rate	1.9[5]	**1.1**	▼	≤1.8
Total Recordable Injury Frequency Rate[4]	7.5[5]	**6.1**	▼	≤6.8
Lost Time Injury Frequency Rate[4]	2.3	**2.3**	—	≤2.0

[4] Statement of Corporate Intent TRIFR and LITFIR target: 5% improvement.
[5] The 2019-20 results were recalculated due to a change to the number of hours worked previously recorded.

Our People Strategy – the four themes

Creating a great employee experience

- Our people are at the heart of Energy Queensland
- Their experience at work makes it easy for them to thrive and achieve outcomes for our customers and communities.
- Our people are able to bring their whole selves to work, are safe and feel that they belong.

Growing our people for a digital future

- Our people develop and grow with the right skills, capabilities and experiences; adapting to the evolving nature of work a digital world.

Transforming the way we work

- We deliver through collaboration and work as a team.
- We are agile and able to quickly adapt to the changing needs of our customers and communities.

Leading with purpose

- Our leaders connect our people to the greater vision and purpose of Energy Queensland, inspire and empower our people to be the best that they can be.

Creating a great employee experience and culture

Energy Queensland's overall employee engagement result for this year was 60%, a decrease from last year's strong mid-COVID-19 score to earlier levels. The result is in line with the average score of other Australian and New Zealand (ANZ) businesses of 61%. Our target was 72.4%, reflecting our aspirational goal to be in the top quartile of ANZ businesses benchmarked. This survey is helping us better understand what drives engagement to focus our efforts towards sustainable improvement.

We continue to assess our level of customer centricity as a key component of Energy Queensland's culture. Our customer enablement score of 6.6, which tracks how employees think we are delivering on our customers' needs, exceeded our >5.7 target for the year. While there are areas for improvement, the results indicate the majority of employees feel they are empowered to deliver on our customers' and communities' needs.

Reward and recognition for the efforts of our people is critical and continues to be a focus. Over the past year, more than 24,000 'IgniteEQL' recognition cards were sent, which is an increase of 8% from last year. Along with this, in May 2021 we celebrated excellence across our organisation with 37 employees receiving the annual 'Up in Lights' award out of a field of over 130 nominees. Nominated by their peers, the awards recognised employees' efforts in transformational achievement and outstanding performance aligned to the SKILLED Values and the categories of Industry, Customer, Community, Operational Excellence, and our Apprentice of the Year.

Inclusion supports engagement

This year, Energy Queensland's paid parental leave provisions were updated to be inclusive of parents of all genders. This enables any parent who is the primary caregiver of their child to access up to 14 weeks paid leave in the first year following birth or adoption. In addition to the positive health benefits for families in enabling this important time together, there are strong benefits for gender equity and the organisation in enabling care to be shared more evenly between parents.

Women continue to be well represented at the senior levels of the organisation, making up almost half of Executive Committee, with the formal appointment this year of both Ayesha Razzaq as Executive General Manager, Retail and Carly Irving as Executive General Manager Yurika, and 38% of senior leaders overall.

Energy Queensland continues to actively encourage females in STEM careers. For more than a decade we have supported of University of Queensland's Women in Engineering program, which seeks to increase the enrolment of female students into engineering disciplines. Our support of Dream Big included a dozen staff offering mentoring support and insights into energy industry STEM careers. Also, Yurika became a foundation partner of the innovative UNIQ You program which uses digital platforms to connect mentors and school students to provide STEM opportunities across Queensland.

The Energy Queensland Pride network of LGBTI+ employees and allies continued its work throughout 2020-21, building on inclusive practices like establishing a gender affirmation guide to support transgender employees and celebrating key occasions like 'Wear it Purple Day' in August. This year the network made LGBTI+ awareness training available online and on demand for employees and worked to expand its reach across the business. Energy Queensland's submission to the Australian Workplace Equality Index (AWEI), measuring LGBTI+ inclusion in Australian organisations, saw Energy Queensland recognised as a bronze tier employer for the first time

Getting the right future skills for a digital world

Energy Queensland is engaging in workforce capability planning to understand and plan for skills and knowledge needed by our people into the future. Skills like digital literacy, change agility and data analytics are relevant for all our people to help them adapt to changes in their jobs and the changing nature of work. Specific workforce domains like Engineering require knowledge about internet protocols and communications systems management to remotely control network assets and receive data to better predict and plan for maintenance requirements. Our technicians need skills in Internet of Things (IoT) integration to help them correctly install equipment that increasingly relies on internet connectivity to operate, making our network safe and reliable. Workforce capability planning also identifies critical roles and capacity requirements so we can ensure we have skilled people in the right locations to meet our customers' needs.

Our online, real-time learning platform, LinkedIn Learning has seen over 55% of our staff access online training to improve their skills in a diverse range of areas from improving or developing emotional intelligence to enhancing resilience and business innovation foundations.

Our virtual reality (VR) capabilities have continued to increase and benefit the business, with VR training aids now deployed in each of our seven major training locations across the state. This innovative approach to training is assisting our apprentices and tradespeople to practice their electrical polarity testing skills in a safe environment. The next phase of our VR program is a training aid which covers the 'Electrical and Visual Testing of a Domestic Installation' and will be used to train our apprentices as part of their apprenticeship.

Graduate and apprentices

Our graduate program continues to build the pipeline of engineering, data and digital professionals to meet our future workforce capability needs. We currently have 15 graduates across Queensland developing in the fields of electrical engineering, computer engineering, data science, renewables and communications and control. We continue to attract large numbers of applicants for the program with the 2021-22 intake seeing us onboard 11 new graduates into our program.

We also continue to support university students with industry placement opportunities to gain real world experience and to partner with other organisations to increase female and First Nations participation in STEM programs. This year, our partnership with CareerTrackers has enabled us to host three First Nations students over the summer period.

In 2020 we saw the number of women applying for apprenticeships double, following a successful campaign marketed to women ahead of the formal apprentice recruitment campaign. The approach encouraged women to register to learn more about an apprenticeship, with more than 2,000 women expressing interest. In total we recruited 104 apprentices of all genders, among them underground cable jointers, distribution linespersons and electricians, taking the number of apprentices completing a qualification with us to 461 across our diverse regions of Queensland.

This year, in addition to offering traditional electricity industry work experience, we facilitated an opportunity for two schools to be part of a pilot initiative to foster iOS mobile application development and nurture coding skills within Queensland. Apple chose to feature this story on its global Newsroom site and CEO Tim Cook shared his support for the story via Twitter to 12.9 million followers.

During 2020-21, we also recruited and trained 22 new customer service roles in our regionally based retail and network call centres in Townsville and Rockhampton.

The digital building blocks to transform the way we work

Over the past twelve months we have continued to deliver several foundational digital system initiatives to further support Energy Queensland to work in an agile and dynamic market, have the ability to rapidly respond and continue to deliver service to our customers and communities.

A core component of our digital foundation is the Digital Enterprise Building Blocks (DEBBs) program of work, which by 2023 will provide a consolidated, modern digital platform, reduce system duplication, and enable our people to access the information they need, via multiple device options. We tested our digital solutions in-house with teams working entirely remotely across states for a sizable portion of the year proving a high level of delivery capabilities.

In late 2020 we completed the upgrade of our fleet of mobile phones across Energy Queensland, providing the backbone for upcoming mobile solutions to be deployed. We delivered the capability for a more automated employee provisioning process for our IT Service Desk teams and finalised the deployment of capability to support the management of risk and controls in line with the corporate risk framework across Energy Queensland. We continued to support core procurement capability with system improvements, including the addition of a clause library to support our contracts and tendering processes.

With a focus on supporting our teams to work where they need to, we delivered several mobility solutions. This included commencing the roll out of a paperless, mobile way of working for teams conducting Energy Queensland supplier audits and the toolsets to support our field crews and network control teams to complete switching activities on iPads.

We extended on core foundational elements, including Wi-Fi modernisation in readiness for DEBBs, and upgrading our firewalls and Wide Area Network to improve our security posture. We also completed our first major SAP evergreening activity and progressing the migration of additional elements of content onto the corporate content management platform. Another significant milestone was the completion of foundational work to upgrade our technical network, which was required to support our digital footprint across our network control room locations and upgrade the existing Distribution Management System in readiness for a broader rollout in 2021. We also delivered the first elements of the capability to manage our asset maintenance planning, with fleet management the first area to benefit.

To continue the move to unified systems, we transitioned our expense management processes, consolidating all expense claim activities into a new platform, SAP Concur. Our technical training, leadership skills and professional learning is also now accessible via a single learning platform.

Energy Queensland's commitment to preserve the confidentiality, integrity and availability of all information assets had continued to be a priority in 2020-21. Throughout the year, our 'Cyber Uplift Program' has continued to deliver significant improvements in security controls aimed at protecting information and assets, as well as driving further progress in achieving Australian Energy Sector Cyber Security Framework maturity milestones.

Skilled to lead with purpose

Developing our leaders has been a key focus in 2020-21. More than 900 leaders have participated in our SKILLED leader workshop, with face-to-face rollout completed in 2021. The SKILLED Leader program now has a dedicated online program accessible by all employees, capping off the program, and providing a resource for years to come. The Energy Queensland Leadership Program was launched online in 2020 and is now the primary source of leadership development for employees. This program considers all levels of leadership and acknowledges that all employees can develop as leaders.

As we move into a digital world, we have employed relevant platforms for our leaders to further support building the leadership capabilities required for our future-state culture and to inspire and engage our people. Workplace from Facebook is now the digital communications and collaboration platform that the leadership team use on a regular basis to connect with their teams across the state. The livestream function allows them to provide real-time video updates to their teams, no matter where they are geographically located.

A low carbon energy future transformation.

Investing to support distributed renewable energy and decarbonising transport.

Ensuring best practice environmental standards across our operations.

A low carbon energy future transformation

Through the support across the Group the connection of solar energy to Queensland's electricity distribution networks continued to outstrip forecasts.

We are getting ready to support double the amount of solar energy connected into our networks by 2030, generated from well over a million rooftops. Queensland's distribution networks now have more solar capacity connected than the combined capacity of the Stanwell, Millmerran, Tarong and Tarong North power stations.

We have seen solar go from a niche technology to almost 40% of detached houses and over 10% of businesses across Queensland with rooftop solar, with some areas well above these averages.

In addition to this, the size of the rooftop solar continues to increase, up from 4.2kVA in 2015-16 to an average of 6.7kVA at the end of 2020-21. To accommodate this, in July 2020 Ergon Energy Network and Energex released a new Connection Policy to allow increased system capacities on our networks.

Maximising the use of our network to share solar

We have continued our work on the ground-breaking Solar Enablement Initiative, our innovative solution to improve the visibility and integration of solar energy into our networks. The Distribution System State Estimation (DSSE) engine has been successfully embedded into our networks' operational technology environment. This capability, when scaled across the network, will provide an efficient way to generate a complete and consistent picture of how the network is performing in real-time and to determine the maximum solar export the network can accommodate without breaching local network safety or performance limits.

This work supports the future introduction of flexible export limits for new, large solar energy systems, allowing more energy to be exported locally when the network capacity is available, with lower dynamic export limits only applying when needed to avoid overloading the network.

The calculation of this Dynamic Operating Envelope (DOE) considers network conditions plus forecasts of system parameters for our connections, including both local solar energy generation and energy demand. Enabled solar energy systems will be able to automatically respond to the published envelope increasing export if that's an option or reducing export if required.

During the year, to develop the framework for this, we collaborated with a range of industry stakeholders on a new Dynamic Customer Connection Standard for distributed energy resources. The standard and associated contracts received overwhelming support.

Importantly, this work reduces the need for costly network upgrades. It is about ensuring our customers are able to continue to affordably connect renewables to the network, share more solar energy than ever before through existing and new markets, and benefit from the advances in technology.

We are also updating our existing solar connection standards, in line with the latest Australian Standards, to deliver improvements in safety and support system security for Queensland. The revised inverter standard will be introduced in December.

Storing energy locally, for use locally

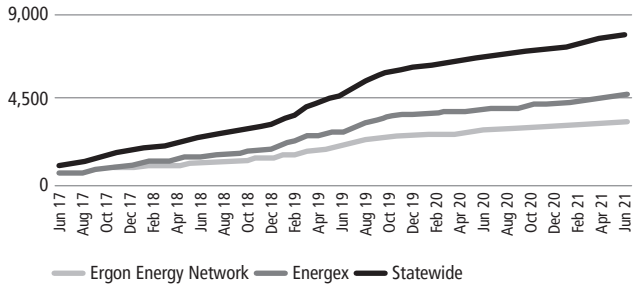
The year saw the launch of our Local Network Battery Plan to help address the minimum demand challenge and support the Queensland Government's 50% renewable energy target by 2030.

The Local Network Battery Plan is seeing an additional 40MWh of network-connected battery energy storage installed across five trial locations where rooftop solar penetration is high, with site preparations already progressing in Townsville, Yeppoon, Bundaberg, Hervey Bay and Toowoomba. The batteries will allow the energy made locally, during the day, to be stored locally, for use locally during the evening peak in demand.

This follows Yurika commissioning a pilot, large-scale battery at Bohle Plains, Townsville. The 4MW/8MWh Tesla Powerpack is designed to enable more capacity on the network locally for rooftop solar and better manage the evening spike in demand for electricity through the summer. The fully secured site has four rows of modular battery banks, with communications and electrical switching equipment.

To continue the energy transformation, batteries are needed throughout the electricity supply chain, at the customer premise, distribution and transmission levels.

Battery energy storage systems connections continue



A market in Queensland for 'behind the meter' batteries is beginning to emerge to store 'daytime' solar energy for use at night. With the ongoing interest in solar, we expect this trend to ramp up as battery prices fall. Together with demand and time-of-use tariffs, batteries can help customers save, and help the grid.

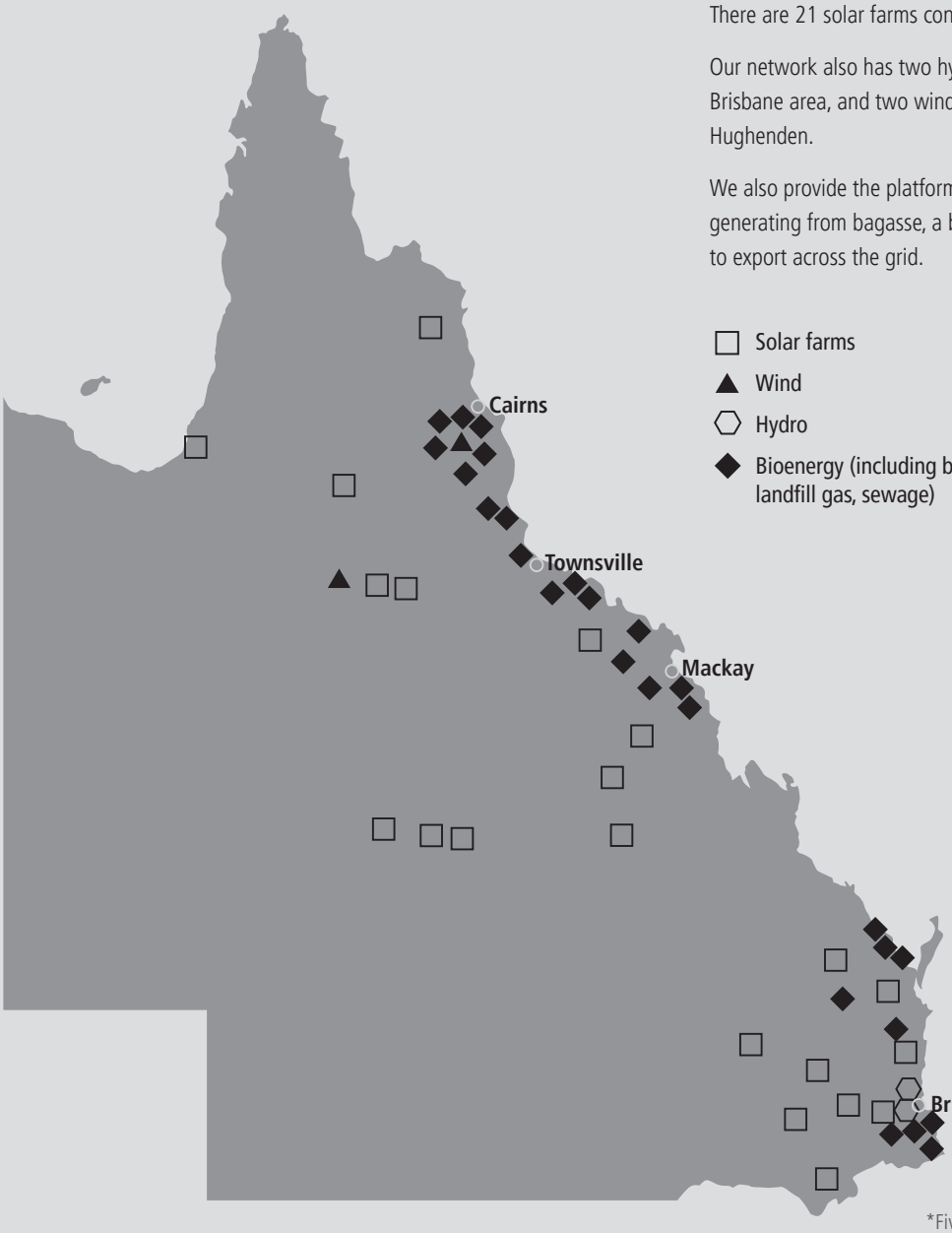
Our support for renewable energy

Our distribution networks support almost 690,000 rooftop and other small-to-medium solar energy systems.

In total, more than 4.4GVA of distributed solar energy resources are now connected – making our networks a sharing platform for renewable energy. This is not only supporting renewable energy investors, but the environment, our residential and business customers, and the wider community.

SOLAR ENERGY CONNECTIONS	NUMBER	TOTAL CAPACITY
Small-scale (≤30kW)	686,927	3,285,687kVA
Medium-scale (>30 – 1,500kW)	2,466	275,422kVA
Large-scale (>1,500kW)	41	866,224kVA
TOTAL CONNECTIONS	**689,434**	**4,427,332kVA**

Major renewables on our networks (>3MVA)



There are 21 solar farms connected with six more under construction.*

Our network also has two hydro-electric generators connected, in the Brisbane area, and two wind farms now connected in Atherton and Hughenden.

We also provide the platform for 26 large bioenergy connections, mostly generating from bagasse, a by-product of Queensland's many sugar mills, to export across the grid.

- Solar farms
- Wind
- Hydro
- Bioenergy (including bagasse, biogas, wood waste, landfill gas, sewage)

*Five solar farms have two network connections each.
**Locations are indicative only.

Renewables adding sustainability to isolated communities

We launched an Isolated Networks Strategy with the ambition to support our isolated communities develop and participate in renewable energy supply while providing safe, sustainable, cost effective and reliable networks.

Through 2020-21, Ergon Network approved more than 130 solar energy connections across our isolated networks, over 1,300kVA, a significant increase on the previous year. The majority of this new capacity was made possible through deployment of power system functionality upgrades for dynamic connections, allowing solar energy system connections to proceed where not previously practical without risking reliable supply. A significant share of this came from the Diamantina Shire Council's project to install solar in Birdsville and Bedourie, and the continuation of the Decarbonising Remote Communities partnership with the Queensland Government and Yurika.

Ergon Network is progressing feasibility studies to advance the micro-grid capability in our isolated communities. Funded through the Australian Government's Regional and Remote Communities Reliability Fund, these studies will help us move to supplying up to 100% of community power demand in isolated networks from renewable energy resources during periods of high solar energy generation, optimising renewable generation and minimising diesel usage. The studies' preliminary modelling, functionality development and community engagement have started in Birdsville, Bedourie, Windorah and Jundah, with further engagement planned for Mapoon and Burketown later in 2021.

Supporting the economics of renewable energy

Ergon Retail is one of the largest purchasers of renewable energy in Queensland with 880GWh of renewable energy bought through power purchase agreements in 2020-21.

In recent years, we have supported the viability of a range of large-scale renewable energy projects through these agreements, including the Mt Emerald Wind Farm, south-west of Cairns, and Lilyvale Solar Farm, north-east of Emerald. Our power purchase agreements also support electricity from biomass, largely from Queensland's many sugar mills – providing a major economic contribution to the industry and their local communities. These partnerships have secured more affordable renewable energy for our customers.

Ergon Retail also continued to operate a 35MW gas-fired power station in Barcaldine to complement our energy market needs.

With one of the highest penetrations of rooftop solar energy systems in Australia, this year Queenslanders shared around 735GWh of rooftop solar energy across our networks, benefiting the owner of the system and other consumers.

To support this, Ergon Retail credited thousands of residential and small to medium business customers a total of $45 million during 2020-21 for the solar energy they exported back into the grid through regional Queensland's 7.8c/kWh feed-in tariff (FiT). Ergon Network and Energex also paid $198 million state-wide for the energy exported by our customers on the Queensland Government's Solar Bonus Scheme's 44c/kWh feed-in tariff.

Outworking our plans to an Electric Vehicle future

This year we developed an overarching Electric Vehicles (EV) Strategy, covering Yurika, Ergon Retail, Ergon Network and Energex. The strategy is designed to place Energy Queensland in the ideal position to capitalise on the opportunities that the inevitable increase in EVs will present.

It supports collaborative relationships with Queensland Government, and the many other stakeholders who are paramount to us playing our roles effectively.

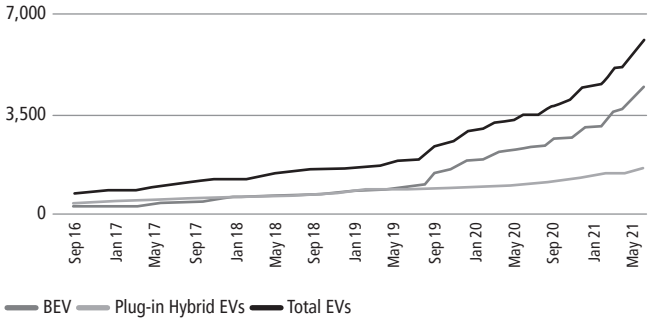
The strategy builds on the tactical plans released by Ergon Network and Energex over the past year. These plans outlined the areas of focus for the network businesses around EVs, with new tactics around tariff education, workplace charging and electrifying fleets, and helped to stimulate collaboration opportunities.

As part of these plans, we successfully launched the EV SmartCharge Queensland program, involving almost 200 EV owners across the state volunteering to install a 3G monitoring device in their car to help us understand when, where and how they charge. We have also conducted supplementary surveying to help us understand why they charge the way they do. This first-of-a-kind research in Australia is providing deep insights that are informing our EV initiatives and forecasting of the potential impact of charging on our networks.

We also updated our online EV information for aspiring EV owners and anyone interested in understanding more about the optimal charging arrangements for EVs and what to consider when buying an EV.

In addition, we added to our fleet of BEVs and PHEVs with our first electric Elevated Work Platform truck, creating a quieter, emissions-free environment for our workers and customers.

The rate of adoption of Electric Vehicles in Queensland



The number of EVs on Queensland roads rose notably in the 12 months to June 2021, from 3,400 to 5,800. More than 70% of those EVs are pure electric Battery EVs (BEVs), led by Tesla, and the remainder are Plug-in Hybrid EVs (PHEVs).

Yurika finishes stage two of EV fast-charging stations now looking ahead to stage three

This year Yurika commissioned the last charge station in the second stage of the Queensland Electric Super Highway (QESH), bringing the total number of locations to 31 spread between Coolangatta and Port Douglas. This charging network is helping to stimulate EV adoption in the Sunshine State, attract EV-driving tourists to regional Queensland, and ensure we are able to meet future local demand.

As we look to plan stage three, we will use what we have learned in current charging and usage levels to assist our planning. The Hamilton site is the most popular site, followed by Coolangatta. The next stage of the project will expand the super highway from just under 2,000 kilometres to almost 3,800 kilometres and will add another 18 electric vehicle charging sites, all of them in outback locations spreading through western Queensland.

It is important that the QESH is not only in South East Queensland but also in remote regions, to ensure the whole of Queensland can enjoy its benefits.

Our Carbon Scorecard

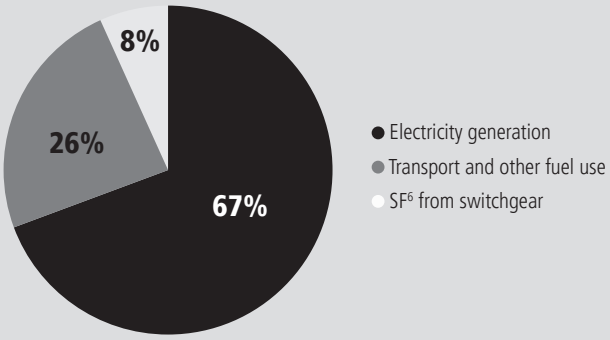
Energy Queensland's overall carbon footprint, including both direct and indirect emissions, equated to 1,725,282 tonnes of carbon dioxide equivalent (tCO_2-e) in 2019-20 (the most up to date data at time of writing this report). This footprint, reported annually to the Clean Energy Regulator, is largely due to the energy that is lost while distributing electricity across the network (an indirect, Scope 2 emission).

Energy Queensland has a Low Carbon Future Statement with commitments to enabling the transformation of the Queensland electricity industry to a low carbon future and to building greater resilience in our network, communities and across our businesses to mitigate potential risks of a changing climate. The statement makes a commitment to proactively reduce our carbon footprint, with a target for reducing our controllable greenhouse gas emissions by 17% by 2030.

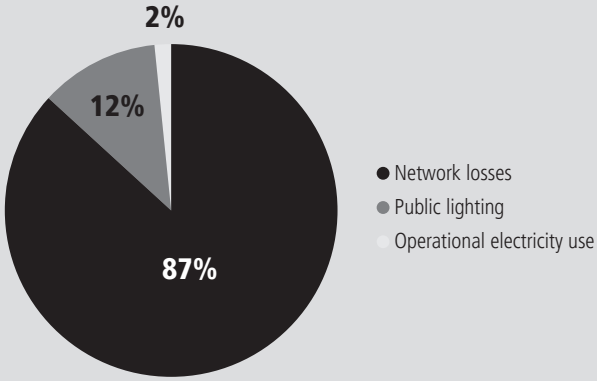
Areas of concentration for carbon reductions include reduction of the fossil fuels used to generate electricity in isolated communities, our transport fleet and the use of electricity in our buildings and depots. The statement supports the Queensland Government's target to achieve 50% renewable energy generation in Queensland by 2030.

A five-year program of the replacement of over 200,000 mercury vapour streetlights with more efficient LED alternatives has commenced, with over 24,000 replacements completed this year. When finished, the emissions from streetlights is projected to save around 40,000 tCO_2-e.

Our direct emissions - Scope 1



Our indirect emissions - Scope 2



ISOLATED GENERATION STATISTICS	2019-20	2020-21	
Diesel generation	116,355MWh	**121,226MWh**	▼
Renewable generation	1,543MWh	**1,620MWh**	▲
Total generation	117,898MWh	**122,846MWh**	▲
Emissions saved by supplying with renewable generation	1064tCO_2-e	**1,117tCO_2-e**	▲

Making great strides towards being asbestos free

The aim of our prioritised asbestos removal plan is to safeguard our people and the community from exposure to asbestos by eliminating asbestos from the built environment. This year, we have removed 6,850sqm of Asbestos Containing Materials (ACM) and 1,520 tonnes of asbestos contaminated soil from another 58 Energy Queensland assets, including 43 substations and commercial sites, 12 depots, two company owned residences and one office. In addition, our workers and contractors have removed approximately 120 tonnes of ACM from our customer premises and from the electrical networks. There are now only 56 Energy Queensland sites across the state that have been identified as containing asbestos, with the majority to be addressed in the coming year.

An environmental win with waste recovery improving

As part of our commitment to reduce environmental impacts from our operations we continued to focus on management of our waste. This year's improvements in waste separation increased our diversion of waste from landfill by 18%. Diversion of all waste types has averaged 42% for the last 12 months with continual improvements in our waste avoidance and waste separation and collection processes. As our waste contractors recycling initiatives progressively become operational, we will see further reductions in the quantity of waste sent to landfill and an increase in our waste that will be reused, repurposed and recycled.

Working with First Nations to protect cultural heritage

Energy Queensland continues to engage and collaborate with First Nations People across Queensland and the Torres Strait to identify and protect cultural heritage items and values prior to the undertaking of powerline and ancillary construction activities.

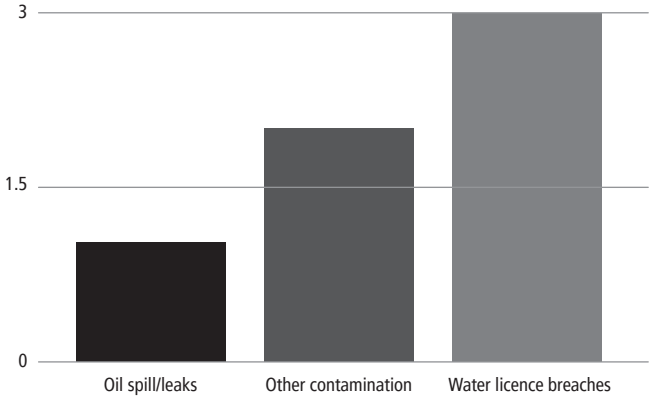
Over the past year some significant sites were identified in South-West Queensland and, working closely with the First Nation Groups, impacts to these sites were able to be negated and recorded for future preservation.

Ensuring best practice for No Oil to Ground project

The inclusion of No Oil to Ground as a focal point in the Energy Queensland Environmental Sustainability and Cultural Heritage Policy (released in June 2020) ensured that leaders and staff would continue to support and, where appropriate, apply continuous improvement in the management of hydrocarbons and chemicals across the network. Some of the initiatives that are being developed or are in place include:

- Trials of new oil/water separator devices to determine effectiveness and appropriateness in various substation and power generation sites
- The development of an Oil Containment Standard for substations
- After a previous review, the integration of improved environmental controls associated with fuel management into the Remote Embedded Generation capital works program
- The move to oil loss reporting through a digital application
- Investigating the use and impacts of alternative oil products in electrical equipment.

Notifiable environmental events



During 2020-21, Energy Queensland notified the Department of Environment and Science (DES) of six events. One was related to an oil or hydrocarbon leak from a small oil pipeline, one event occurred when a burst water main released water over a construction site causing sediment to leave the property, one incident reported legacy waste in a waterway and three notifications related to slight water quality exceedances outside of site license requirements. One Clean-Up Notice was issued by DES for the oil leak incident. No Penalty Infringement Notices (PINs) have been issued.

Our financial contribution to Queenslanders.

Delivering on business efficiencies has been critical in an environment of financial constraints and to our longer-term financial sustainability.

Sound profit in line with focus on financial sustainability

Energy Queensland made a consolidated Net Profit After Tax of $302 million (down from $483 million in 2019-20).

This is the first financial year result for the 2020-25 regulatory control period. The AER's revenue determination for this new five-year period reset our revenue allowance for our regulated distribution businesses, Energex and Ergon Network (collected through retail electricity bills), is lower than at any time during which we have been regulated under the AER.

The impact of this reduction, as our largest revenue source, and a conservative position on the impact of COVID-19 was foreseen in our forecast profit result of $97.1 million.

However, customer electricity account debt continued to reduce, thanks to the Queensland Government $200 Household Utility Bill Relief Assistance package and the $50 electricity asset ownership dividend payment. We also benefitted from lower interest rates through our Finance Charges, and favourable unrealised movement on trades driven by the unwinding of mark-to-market hedging, and we continued as a business to have a major focus on our financial sustainability, reducing our operating expenses from $1,843 million to $1,692 million.

Total expenditure for our core Standard Control Services was $1,903 million, above the target of $1,878 million. This expenditure reflects a significant capital investment across our networks, as well as operating and maintenance to ensure we meet safety requirements and compliance.

The Return on Capital Employed was 4.4% (5.8% in 2019-20). This ratio result is primarily due to the lower Earnings Before Interest and Tax (EBIT) reported by the Group.

To keep a sustained focus on costs we are continuing to transition to contemporary systems, technology and processes that will not only deliver operating efficiencies, but a competitive advantage in what is an increasingly dynamic operating environment. These, and further efficiencies, will be vital to operating within future revenue constraints and keeping the pressure off prices.

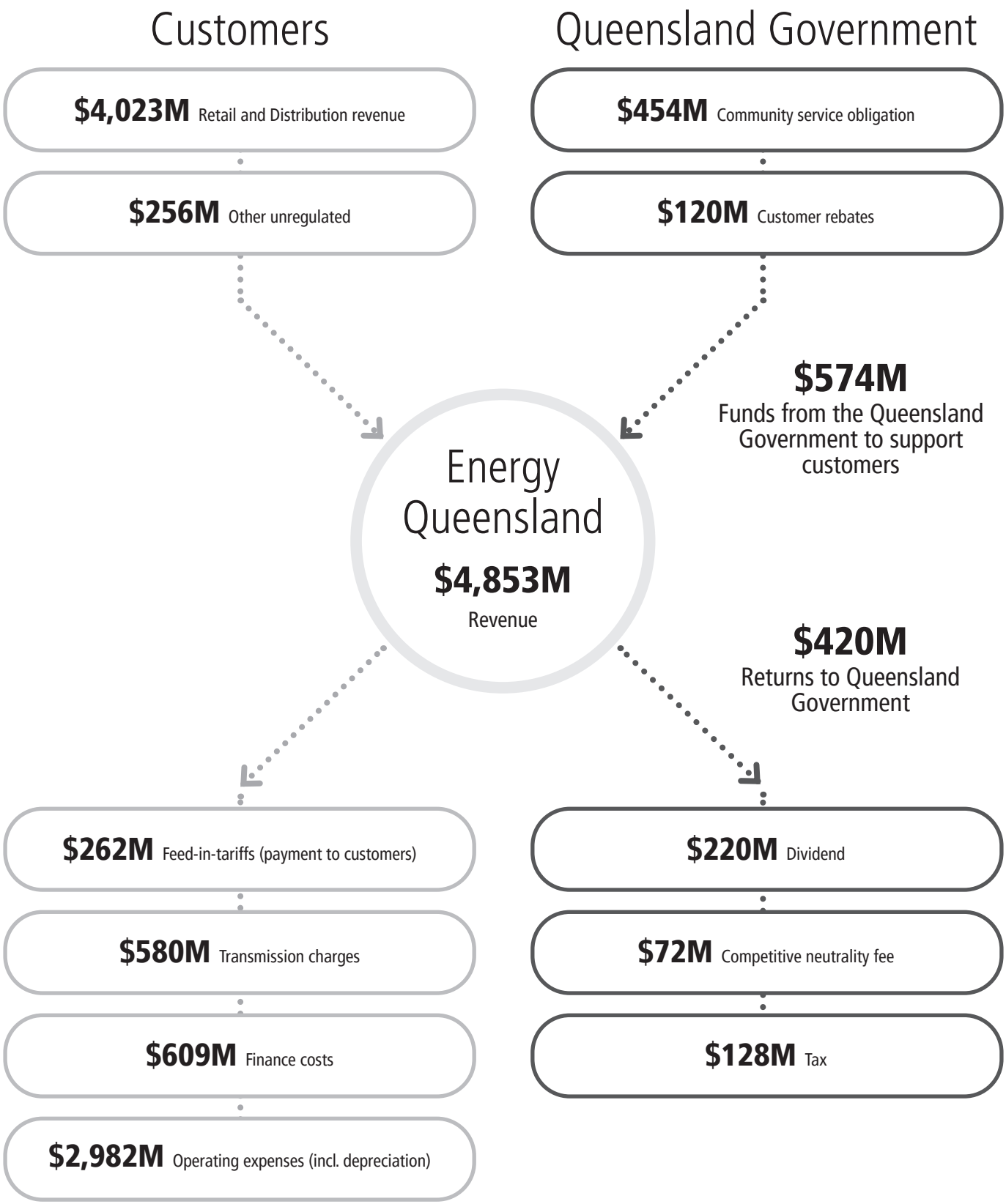
Through dividends to the Queensland Government, our economic contribution partly supported a range of state-wide energy-related initiatives, such as the $454 million Community Service Obligation payment.

Business efficiencies supports lower electricity prices

One of our primary commitments to our stakeholders in revising our network strategies and investment plans for the period from 2020 to 2025, through the AER's revenue determination process, was to help take the pressure off electricity prices, and continue to drive down the cost of distributing the electricity across Queensland.

To realise this goal, in line with the AER revenue determination, we have been driving forward sustainable cost efficiencies to pass savings through to our customers. Under the 2020-21 Pricing Proposal, through the first year of the 2020-25 regulatory control period, almost all Energex and Ergon Network customers experienced a decrease in distribution charges in 2020-21, from 2019-20 (the main component of the network charge). This has supported lower retail electricity prices.

Where the dollars flow



The above numbers show how transaction flow between Energy Queensland, the Queensland Government and our customers. The classifications are different from the revenues and expenses presented on page 45, which are presented as per the Australian Accounting Standards.

Financial summary for Energy Queensland Limited (Consolidated)

This section explains the key financial outcomes for Energy Queensland Limited to 30 June 2021. This commentary is not comprehensive – for full disclosures refer to the Annual Financial Statements for Energy Queensland Limited and its controlled Entities, available online at www.energyq.com.au/annualreport.

Where does our revenue come from?

Energy Queensland's total revenue to 30 June is $4,906 million consisting of electricity Retail sales ($1,796 million) and Distribution revenue ($2,584 million). The Queensland Government's Community Service Obligation subsidy to 30 June is $454 million.[4]

What are our main expenses?

We continue to review our operating and capital programs and activities, identifying savings through increased efficiencies and initiatives.

Our total expenses to 30 June are $4,604 million, consisting of total transmission charges and electricity purchases of $1,210 million, in line with electricity sales.

Depreciation, amortisation and impairments to June of $1,021 million continues to be a substantial expenditure due to the considerable capital employed in the provision of electricity distribution services.

Our finance costs to 30 June of $681 million correlates with the average debt balance and interest rates of the last 12 months.

The total payments made for solar exports into the network through feed-in-tariffs was $262 million to 30 June. The Queensland Government's Solar Bonus Scheme continued to decline as the number of eligible customers gradually reduces.

What dividends do we return from profits to our owners?

Our 2021 dividend will comprise of Net Profit After Tax, adjusted for non-cash items, of $220 million, which will be paid to our shareholder, the Queensland Government in 2021-22, ultimately benefiting the people of Queensland.

What assets do we own?

Our total asset base is carried at $26.8 billion. Property, plant and equipment are the major components of our asset base, at $24.4 billion, which includes mostly regulated electricity network assets. Our network assets are revalued to fair value on an annual basis.

What are our liabilities?

Total liabilities are $23.1 billion this year. Our largest liability, the interest-bearing loan with Queensland Treasury Corporation, is at $18.2 billion with $809 million in loan drawdown this year to fund business requirements, including capital investment. We remain committed to maintaining a sustainable financial position by managing our long-term debt levels to an appropriate target gearing ratio as considered appropriate by our Board, in consultation with our shareholder. The Debt to Regulated Asset Base Ratio is 73% (2019-20: 70.7%).

What was our capital investment?

We have delivered $1,513 million in capital investment, strengthening our commitment to meeting the requirements of our communities and future needs. We continue to maintain our service levels and reliability and make appropriate investment in the growth of the distribution network. Our Standard Control Services-related investment in the network was $974 million (2019-20 $949 million).

OUR REVENUE	$MILLION 2019-20	$MILLION 2020-21
Revenue and Other Income	5,361	4,906
OUR EXPENSES		
Transmission Charges and Electricity Purchases	(1,256)	(1,210)
Operating Expenses	(1,843)	(1,692)
Depreciation, Amortisation and Impairment Expense	(1,065)	(1,021)
Finance Charges	(714)	(681)
OUR PROFIT		
Net Profit After Tax	483	302
OUR ASSETS		
Current Assets	973	1,216
Non-current Assets	25,069	25,538
Total Assets	**26,042**	**26,754**
OUR LIABILITIES		
Current Liabilities	1,700	1,317
Non-current Liabilities	20,992	21,808
Total Liabilities	**22,692**	**23,125**
Net Assets	**3,350**	**3,629**
OUR INVESTMENT		
Total Capital Investment	1,598	1,513
DIVIDENDS		
Dividends Declared	443	220

[4] Community Service Obligation offset subsidy payment has been reclassified to revenue. Previously this subsidy was disclosed as an offset expense against transmission charges and electricity purchases.

Corporate governance statement

Energy Queensland Limited is a Government Owned Corporation (GOC) reporting to the Queensland Government, via two shareholding Ministers, on behalf of the communities across Queensland.

Shareholding Ministers during 2020-21 were:

- Hon Cameron Dick MP, Treasurer, Minister for Infrastructure and Planning (until 11 November 2020), and as:
- Treasurer and Minister for Investment (from 12 November 2020)
- Hon Anthony Lynham, Minister for Natural Resources, Mines & Energy (until 11 November 2020)
- Hon Mick de Brenni, Minister for Energy, Renewables and Hydrogen and Minister for Public Works and Procurement (from 12 November 2020)

Energy Queensland Limited is the parent company of operating subsidiary companies including Ergon Energy Corporation Limited, Energex Limited, Ergon Energy Queensland Pty Ltd, Yurika Pty Ltd, Metering Dynamics Pty Ltd and Ergon Energy Telecommunications Pty Ltd whose main business is the provision of regulated electricity distribution, retail services to customers and other unregulated business activities.

Energy Queensland Limited is governed by an independent Board of Directors whose primary role is to provide effective governance, oversight and strategic direction of the affairs of the Energy Queensland Group. This ensures the interests of the shareholding Ministers are protected while having regard for the interests of all stakeholders including community stakeholders, customers, industry partners and employees. To assist the Board, four Committees have been established namely, Audit; People, Safety and Environment; Regulatory and Policy; and Risk and Compliance.

Energy Queensland Limited's corporate governance practices are in line with the Australian Securities Exchange (ASX) Corporate Governance Council Principles and Recommendations (4th edition), where applicable, and the Queensland Government's Corporate Governance Guidelines for Government Owned Corporations. These provide a framework of eight principles that guide our corporate governance arrangements.

Principle 1 – Foundations of Management and Oversight

Energy Queensland Limited's Board Charter outlines the role of the Board and sets the framework for the Energy Queensland Group's long-term success providing effective governance, oversight and strategic direction over Energy Queensland's affairs. The Board Charter supports Directors and Executives in understanding their governance responsibilities. The Charter is reviewed every two years and can be accessed by the public via Energy Queensland's website. Charters also exist for the subsidiary companies and the Board Committees. The activities of the subsidiary companies are overseen by their own boards made up solely of executive members.

The Energy Queensland Board has established four committees to assist the Board in fulfilling its oversight, responsibility and performance of its functions in key areas in accordance with Committee Charters, which are available on the Company's website:

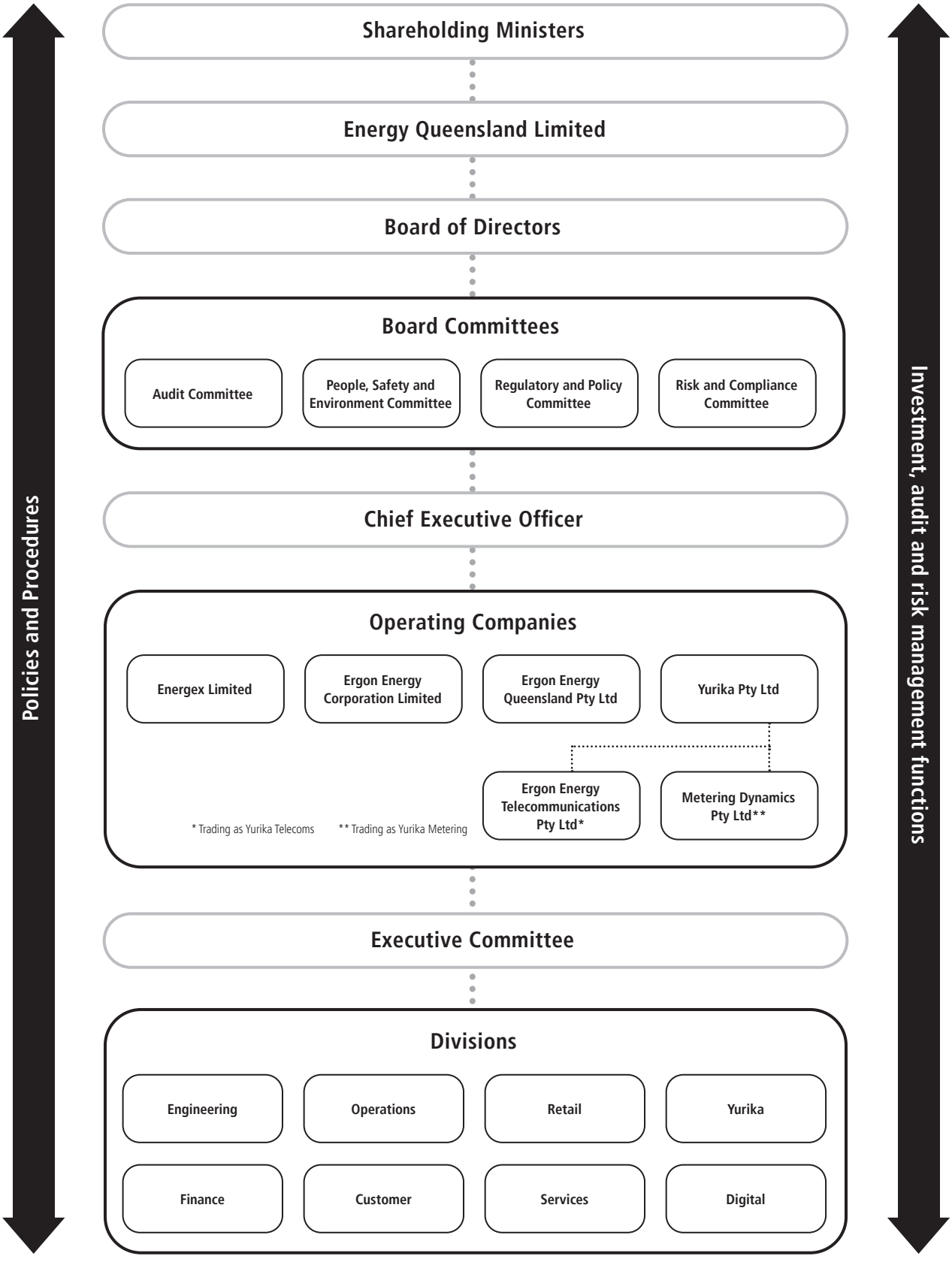
- Audit Committee – Financial Integrity and Financial Reporting, Effectiveness of Fraud and Internal Control Framework, Audit, Policy Framework, and Investigations
- People, Safety and Environment Committee – People, Safety, and Environment
- Regulatory and Policy Committee – Energy Regulatory Issues, Ring-Fencing, and Regulatory Determinations
- Risk and Compliance Committee – Risk Policy and Framework, Risk Appetite, Risk Identification and Management, Risk Culture, Compliance Policy and Framework and Compliance Culture.

In addition, the Governance and Delegations Policy provides the framework for decision making and identifies the matters reserved to the Energy Queensland Board and its subsidiaries companies, as well as the Chief Executive Officer and Executive Committee. The reporting relationship and decision-making responsibilities of the Energy Queensland Boards and subsidiaries are documented in the Group's Governance Framework.

All new directors attend a structured induction session to ensure they understand roles and responsibilities, functions of the Board and Committees, and corporate expectations. New directors also receive an overview of Energy Queensland's operations and the Energy Queensland Board Handbook.

Energy Queensland's Executive Committee comprises the Chief Executive Officer and eight other executives. The team is based across Queensland. Other key roles within the organisation include the Company Secretary and the General Counsel. Key Performance Indicators and targets for senior executives are agreed on an annual basis with a performance review conducted during the year. The performance review of the Chief Executive Officer, including setting of key performance indicators, is conducted by the Chairman on an annual basis in accordance with a defined evaluation process. Following on from this, the Chief Executive Officer conducts performance evaluations of the Executive Committee, including setting of key performance indicators on an annual basis with a half-yearly check in pursuant to a defined performance review process.

Our governance framework



Board of Directors

Phil Garling
Chairman

BBuild FAIB FAICD FIEAust

Phil Garling joined the Board and was appointed Chairman in 2016. He is also member of the Regulatory and Policy Committee.

Phil brings to his role as Chairman 40 years of experience in the Australian energy, construction, infrastructure and investment sectors, gained through an extensive board and executive career.

Phil is currently Chairman of Tellus Holdings Ltd as well as the Chairman of Newcastle Coal Infrastructure Group. He is a non-executive director of Downer EDI Limited and Charter Hall Limited. He has previously been a non-executive director of Network NSW, which was formed when Ausgrid, Endeavour Energy and Essential Energy merged in July 2012 and was the inaugural Chairman of the DUET Group for seven years. He has also completed the AICD Advanced Diploma.

Phil's understanding of the energy sector and his broad corporate experience are a valuable asset in guiding the future direction of Energy Queensland Limited.

Vaughan Busby
Director

B.Pharm MBA GAICD

Vaughan Busby joined the Board in 2017. He is the Chairman of the Risk and Compliance Committee and a member of the Regulatory and Policy Committee.

Vaughan currently serves as a non-executive Director for ASX listed EOL, a company providing specialist software to the energy industry and is the Chairman of Netlogix Australia, a supply chain logistics company. He is also a non-executive Director of Contigo Software Limited.

Previously, he was a Director of Ergon Energy Queensland, and the Managing Director for HRL Morrison & Co Australia, an infrastructure fund manager responsible for managing the NZX listed fund Infratil.

He has served as the Chairman of Perth Energy, a vertically integrated energy retailer in Western Australia and as a non-executive Director for Lumo Energy, an energy retailer operating in Victoria, South Australia, New South Wales and Queensland. He was also a non-executive Director of Infratil Energy Australia, a wholesale energy trading company. Vaughan was the Chief Executive Officer and Managing Director of Energy One, an electricity retailer.

He has extensive experience, not only in the energy industry, but also in turn-around and corporate restructuring. Vaughan holds an MBA from the IMD Business School in Switzerland.

Mark Algie
Director

BA(Politics) MBA CAHRI GAICD

Mark Algie joined the Board in 2016. He is a member of the Audit Committee and the People, Safety and Environment Committee.

Mark is a highly experienced human resources executive with over 15 years' experience across numerous sectors including defence, heavy engineering, construction, utilities, infrastructure and media.

He is currently the Managing Director of Human Outsource which specialises in the provision of human resources and psychology services. Mark is also a Non-Executive Director on the board of AEIOU Foundation.

Previously Mark has held appointments as Director, Events and Custom Media for News Corp Australia and Human Resources Director with APN, Australian Regional Media. He also spent four years with Tenix Australia in a number of HR appointments including as Manager Human Resources Infrastructure, and two years with Ergon Energy Corporation Limited as a Senior Employee Relations Consultant. He began his career as an Army Officer with the Department of Defence.

Teresa Dyson
Director

LLB(Hons) BA MTax MAppFin GAICD

Teresa Dyson joined the Board in 2016. She is the Chair of the Audit Committee and a member of the Risk and Compliance Committee and the People, Safety and Environment Committee.

Teresa is also a non-executive director of Seven West Media Ltd, Genex Power Ltd, Energy Super until its merger with LGIAsuper on 1 July 2021 and from that date Ms Dyson became a director of LGIAsuper, Shine Justice Ltd, Northern Territory Power and Water Corporation, the National Housing Finance & Investment Corporation and the Foundation for Alcohol Research and Education.

She is a member of the Gold Coast Hospital & Health Services Board, the Foreign Investment Review Board and the Takeovers Panel.

Teresa has over 20 years legal experience advising the private sector and governments on complex infrastructure, mergers and acquisitions, finance transactions and social infrastructure. She was formerly a partner of Ashurst Lawyers and Deloitte Australia.

In 2011, Teresa was named Woman Lawyer of the Year by the Women Lawyers Association of Queensland.

Hugh Gleeson
Director

BEng(Civil) FAICD FIE Aust

Hugh Gleeson joined the Board in 2016. He is Chair of the Regulatory and Policy Committee and a member of the Risk and Compliance Committee.

Hugh has over 30 years of experience in energy and utilities and was the CEO of the electricity and gas distribution businesses United Energy and Multinet Gas for 12 years. He brings to the directorship significant experience in the areas of energy policy and regulation, together with broad experience in the operations and management of utility businesses.

Hugh is a professional engineer and has served on the boards of the Energy Supply Association of Australia and the Energy Network Association and has also been involved in the water sector.

He is currently a non-executive director of Melbourne Water Corporation, gas distributor GDI (EEI) Pty Ltd (Allgas Energy), electricity distributor Ausgrid and Collgar Wind Farm.

Hon. Paul Lucas
Director

B.Econ, LL.B., MBA, MURP, Prof. Cert. Arb., MPIA, FAICD

The Honourable Paul Lucas joined the Board in 2021. Paul has extensive experience with regulated utilities in the energy, rail, and aviation sectors at both a state and federal level. His background provides him with a particular understanding of regional and remote communities, together with governance, risk and strategy expertise. Dual qualified as a Solicitor and Urban Planner, he is a consultant to a major Eastern Seaboard law firm.

He is an independent Director on the Boards of: The Institute for Urban Indigenous Health; Kokatha Aboriginal Corporation; and PKKP Aboriginal Corporation. He is a Director of the Central Highlands Development Corporation and the State Advisory Council of the National Heart Foundation. He conducts DFAT funded courses internationally in areas including governance, infrastructure and disaster resilience. He is the Queensland President of the Australian Institute of International Affairs.

Paul has previously served as Chair of the Cross-River Rail Delivery Authority and as a Director of Airservices Australia and Powerlink. A former Deputy Premier of Queensland, he served as a Minister for 11 years in a variety of portfolios, including Energy, Infrastructure & Planning and Local Government.

Karen Lay-Brew
Director

B.AS(Computing), MBA, MAICD

Karen Lay-Brew joined the Board in 2021. Karen brings extensive international experience in Chief Information Officer and Chief Productivity Officer roles in multinational corporations, including BHP, Microsoft and Honeywell Asia Pacific, with responsibility for implementing systems and technologies, culture change and operational excellence.

She currently serves as a non-executive Director for Multicap, a leading support organisation for people with disabilities, particularly those with high and complex needs and their families.

Karen has served on high-level Australian Government boards for a number of years, and was previously a director and President of Australian Business Software Industry Association, now renamed DSPANZ, and continues to serve on its Government Relations Committee.

She is the Managing Director of 3Pillars.Digital, which supports organisations to apply contemporary and digital technologies to deliver sustained business outcomes. The 3Pillars group provides management consulting services to numerous industries, including mining, utilities, defence and public sector.

Helen Stanton
Director

BEng(Minerals Processing) GAICD

Helen Stanton joined the Board in 2016. She is the Chair of the People, Safety and Environment Committee and a member of the Audit Committee.

Helen brings strategy, risk and governance expertise to the Board, with extensive utilities governance experience. Her career includes operational, leadership and commissioning roles in the mining industry. More recently Helen has worked as a consultant supporting organisations to formulate strategies for bottom line, sustainable improvements.

She is Deputy Chair of Northern Australia Primary Health Limited and was previously a non-executive director of Ergon Energy Corporation Limited and Northern Territory Power and Water Corporation.

Principle 2 – Structuring the Board to Add Value

Energy Queensland's Board of Directors, including the Chairman, are independent, skills-based non-executive directors appointed for a set term by the Governor-in-Council in accordance with the *Government Owned Corporations Act 1993* (Qld).

Details of the Directors' qualifications, skills and relevant experience are on page 48. The number of Board and Committee meetings held, along with Directors' attendances, as well as the term of Directors are set out in the Directors' Report, in the Energy Queensland Limited Annual Financial Statements, on page 63.

The Energy Queensland Board ensures that Directors' independence is maintained through the Directors Conflicts of Interest Policy, which is supported by a Conflict of Interest Protocol. Energy Queensland has also adopted a Securities Dealing Policy and an Appointment of Energy Queensland Nominees to External Boards Policy to support the maintenance of Directors' independence and effectively manage conflicts of interest. In addition, the Board Charter provides that with the prior approval of the Chairman, each Director has the right to seek access to independent professional advice required to fulfil their role at the company's expense.

Board performance evaluations are conducted by an external party every two years and are in accordance with the *Government Owned Corporations Guidelines*. These evaluations include assessment of director skills and experience, Board culture and meeting dynamics, the quantity, quality and timeliness of information and decision making. Opportunities for improvement and development identified during the evaluation performance conducted during the 2020-21 reporting period have been progressed and monitored to ensure the continued effectiveness of the roles of the Board and Committees, key relationships and governance processes. The next Board performance evaluation is due to be conducted in September 2022.

Principle 3 – Promote Ethical and Responsible Decision-Making

Energy Queensland is committed to ethical and responsible decision making and has in place an Integrity Framework that supports this via policies and guidelines, as well as internal networks and support. Culture is a key element of the governance framework to promote ethical and responsible decision-making. Energy Queensland has developed tools and measures to assess and monitor the culture of the organisation to provide insight to the Board as to the state of the culture. The Board has also taken a number of steps to ensure that it engages with employees and customers through regular Board visits and site tours.

The Employee Code of Conduct sets the standard for how employees operate in accordance with business ethics, social objectives, and corporate values and associated policies. Advisers, consultants and contractors are expected to comply with high ethical standards aligned with the Code of Conduct. New employees receive induction training on ethical business practices, including the Code of Conduct with regular refresher training and updates provided to all employees.

The Board also has a Directors Code of Conduct to assist in its decision-making process. A declaration of Directors' interest is a standing agenda item at the commencement of every ordinary Board meeting.

Decision making is delegated under the *Corporations Act 2001* (Cth) and formalised in the Governance and Delegations Policy. Decision making is further guided by policies established under the Group's Governance Framework.

Principle 4 – Safeguard Integrity in Financial Reporting

The role of the Audit Committee is to assist the Board in fulfilling its oversight responsibility of the Energy Queensland's financial integrity and reporting, effectiveness of the fraud and internal control framework, audit, policy framework and investigations in accordance with the Audit Committee Charter. The Chair of the Audit Committee is not the Board Chairman. Details of the Directors appointed to the Audit Committee are set out in the Directors' Report, in the Energy Queensland Financial Statement, on page 63.

The internal and external auditors are invited to attend Committee meetings to present relevant reports and discuss any concerns with the Committee, without management influence. The Queensland Audit Office is Energy Queensland's external auditor.

The Audit Committee defines the internal auditor's scope of work through establishment of an Internal Audit Charter and Internal Audit Plan. Internal Audit is an independent function that assists the Board and Management in the effective discharge of their responsibilities.

Principle 5 – Make Timely and Balanced Disclosure

The Board has reporting and disclosure obligations to the shareholding Ministers under the *Government Owned Corporations Act 1993* (Qld) and *Corporations Act 2001* (Cth).

Energy Queensland provides the shareholding Ministers with a copy of the audited accounts for each financial year, a half-yearly report and an annual report in accordance with the requirements of the *Government Owned Corporations Act 1993* (Qld). Energy Queensland also provides Quarterly Shareholder Reports to ensure that the shareholding Ministers have access to material information regarding the company and its subsidiaries including its operations, financial performance, financial position and governance.

Energy Queensland has in place a framework to facilitate the reporting of wrongdoing and the protection of those who disclose wrongdoing and is required to comply with the whistleblower protection requirements under the *Public Interest Disclosure Act 2010* (Qld) (PID Act) and the *Corporations Act 2001* (Cth). The Public Interest Disclosure and Whistleblower Policy encourages the reporting of Public Interest Disclosure matters under the PID Act (which are considered on their merits based on the nature, extent and scope of conduct that has given rise to the complaint made by employees or contractors of Energy Queensland) and Whistleblowers Disclosures under the *Corporations Act 2001* (Cth) about Energy Queensland's operations or an activity that could adversely impact the organisation. Public Interest and

Whistleblower Disclosures are properly dealt with, assessed and appropriately investigated (where necessary) and managed. Protection is provided to disclosers from reprisal and/or victimisation. A procedure for dealing with Public Interest Disclosure is available on Energy Queensland's website.

Principle 6 – Respect the Rights of Shareholders

Energy Queensland develops a Statement of Corporate Intent and Corporate Plan setting out the key strategies and performance targets for Energy Queensland annually and on a five-year rolling basis. The Statement of Corporate Intent is made publicly available on the Energy Queensland's website with the respective Annual Report.

In addition to regular quarterly reporting and this Annual Report, Energy Queensland reports to its shareholding Ministers in a timely manner on all issues likely to have a significant financial, operational, social or environmental impact in accordance with obligations under legislation and government guidelines. Energy Queensland also reports on senior executive appointments and remuneration in accordance with the Policy for Government Owned Corporation Chief and Senior Executive Employment Arrangements.

Energy Queensland works cooperatively with the shareholding Ministers on these issues to deliver the best outcomes for customers and the Queensland community. The Board Chairman meets regularly with shareholding Ministers and their representatives, as part of a broader government engagement program, to ensure active dialogue throughout the year.

The Chief Executive Officer and various senior managers and employees liaise with representatives of shareholder departments on a regular basis.

Shareholding Ministers require certain decisions to be approved by shareholders under the Investment Reporting Guidelines for Government Owned Corporations. The current thresholds are notified through the Statement of Corporate Intent and are set out in Energy Queensland's Governance and Delegations Policy.

Principle 7 – Recognise and Manage Risk

The role of the Risk and Compliance Committee is to assist the Board in fulfilling its oversight responsibility of Energy Queensland's approach to risk management, compliance management and organisational resilience and continuity. The Regulatory and Policy Committee also assists the Board in fulfilling its oversight responsibility of the regulatory matters for Energy Queensland Limited. Both Committee Charters are available on the Company's website.

Energy Queensland's approach to risk management aligns with the principles of AS/NZS ISO 31000:2018 Risk management – Principles and guidelines for managing risk.

Energy Queensland is committed to embedding a risk management approach across all levels of the business to support the delivery of strategic and operational objectives. The Risk Management Policy sets out the overarching risk management architecture, principles and expectations to enable Energy Queensland to utilise appropriate integrated practices in order to be a resilient, flexible, adaptable, and sustainable business.

The Board retains ultimate responsibility for risk management and for determining the appropriate level of risk that the Board is willing to accept in the conduct of business activities.

The Chief Executive Officer and Executive Committee have ultimate accountability for ensuring that the Group has identified and managed material enterprise risks and has effective risk management strategies. Each executive is accountable for ensuring enterprise risks are identified and managed within their business unit and for having appropriate crisis, disaster, incident, emergency management and business continuity planning in place. New and emerging risks or issues are considered by the Executive Committee, Risk and Compliance Committee and then the Board in accordance with risk escalation processes.

To ensure appropriate systems and processes to enable delivery of Energy Queensland Limited's corporate strategy are in place, the Risk and Compliance Committee and the Audit Committee also provide oversight in relation to the appropriateness and effectiveness of risk management frameworks, processes and reporting, and the effectiveness of the internal control framework.

Fraud and corruption prevention

Energy Queensland is committed to promoting and achieving an ethical and transparent culture of integrity and best practice governance. Fraud and Corruption are incompatible with this culture and present a risk to the achievement of strategic objectives. Energy Queensland is committed to preventing, identifying and addressing Fraud and Corruption by raising awareness of Fraud and Corruption risks and implementing controls aimed at reducing the opportunity to commit Fraud or Corruption and increasing the likelihood of Fraud or Corruption being detected.

All allegations of Fraud or Corruption are treated seriously, investigated and appropriate action taken. We notify and refer suspected or actual instances of Fraud or Corruption to the appropriate authorities as required. Energy Queensland does not tolerate victimisation or reprisals against persons who report suspected Fraud or Corruption.

Energy Queensland's Fraud and Corruption Prevention Policy outlines obligations for fraud identification and prevention, as well as the processes for reporting, recording and investigating allegations including compliance with public interest disclosure requirements.

External audit

Energy Queensland Limited submits to a number of external audits in pursuit of world-class practice to meet certification against Australian and International Standards for the management of our electrical and data infrastructure and associated services. The Group achieves certification and accreditation as a formal attestation to International and Australian standards demonstrating to customers, community and interested parties our commitment to empower an Electric Life.

The Group maintains certification for ISO9001 Quality Management System, ISO14001 Environmental Management System, AS/NZS4801 Occupational Health and Safety Management System, together with accreditation to International standards ISO/IEC 17020 – Inspection, and ISO/IEC 17025 – Testing and Calibration to demonstrate competency, authority, or credibility of technical competence.

In addition to certifications and accreditations, the Electrical Safety Office (ESO) mandates a prescribed Electricity Entity must maintain a Safety Management System and that it is assessed and validated by an accredited auditor, and this is conducted annually.

Internal audit

Energy Queensland's internal control framework is comprised of policies and procedures, including compliance training and assurance processes, to ensure the affairs of the organisation are being conducted in accordance with relevant legislation, regulations and codes of practice. These procedures enable the Board and the Executive Committee to monitor, in a timely manner, any material matters affecting our operations.

The General Manager Risk and Internal Audit reports administratively to the Company Secretary, and has unrestricted access to the Chief Executive Officer to discuss any matter relating to the finances or operations of the business, and reports independently to the Audit Committee on progress against the Internal Audit Plan and resolution of issues raised in reports. The Internal Audit Charter (available online) adopted by the Board is reviewed on a regular basis.

Entertainment and hospitality

To provide the transparency expected of a Government Owned Corporation, we report on entertainment and hospitality expenses over $5,000 incurred as part of normal business. In 2020-21, there were no events with expenses over $5,000.

Principle 8 – Remunerate Fairly and Responsibly

The People, Safety and Environment Committee assists the Board with its oversight of employee issues concerning:

- developing and maintained a skilled workforce that meets Energy Queensland's requirements
- a remuneration policy which leads to remuneration that is fair and to market
- performance management and behaviours that are consistent with the values and goals of Energy Queensland and that value the customer, probity, teamwork and a successful organisation.

Energy Queensland's remuneration strategy and practices are aimed at ensuring attraction and retention of highly competent and capable employees at all levels by providing an appropriate combination of competitive, fixed and variable remuneration components. Remuneration packages for executives comply with government guidelines to achieve a balance between public accountability and transparency. Non-executive directors' fees and executive's remuneration packages including at-risk payments are reported in the Financial Statement at pages 116-117. 'At-risk' payments are contingent upon the Board's assessment of the company's overall performance and shareholder expectations.

A performance management framework linking performance to the strategic objectives of the organisation promotes continual performance and opportunities for professional development for all employees with reviews conducted on an annual basis.

The People, Safety and Environment Committee, assesses the performance of the Chief Executive Officer and the Group based on key performance measures set by the Board each year and the Statement of Corporate Intent. The Board also has oversight of the performance assessments of senior executives undertaken by the Chief Executive Officer.

The People, Safety and Environment Committee Charter can be accessed by the public via Energy Queensland's website.

Directions and Notifications

The shareholding Ministers notified the Board of Energy Queensland on 14 August 2020, under section 114 of the *Government Owned Corporations Act 1993* (Qld), that the *Queensland Building and construction Code of Practice 2000* is to apply to the Energy Queensland Group.

The Executive Committee

Rod Duke
Chief Executive Officer

GradDipMgt BEHons (Chemical)

Rod Duke commenced as Chief Executive Officer of Energy Queensland Limited in April 2020. Prior to this he held the role of Chief Executive Officer of the Gladstone LNG project operating company for Santos and its partners.

Rod is also the Chief Executive Officer and a Board Director of all subsidiary companies of Energy Queensland Limited.

Rod brings extensive executive and energy industry experience working in senior roles at Santos, Singapore LNG Corporation, the Energy Market Authority of Singapore and Woodside.

He has a strong commercial and safety focus with more than 35 years professional international experience in operations, commercial, marketing, trading, development, projects, engineering, construction and commissioning areas of the natural gas industry as well as leading transformational projects.

Rod holds a Graduate Diploma of Management and a Bachelor of Engineering (Chemical) with Honours. He is a member of the University of Queensland School of Chemical Engineering Industry Advisory Board, a Board Director of the Clean Marine Fuels Institute, and a Board Director of Energy Networks Australia (ENA).

Peter Price
Executive General Manager, Engineering

BEng(Hons) MEng MCIPS FAICD

Peter Price was appointed to the Energy Queensland Executive in November 2016 and is responsible for leading the Group's engineering and asset management strategies, which includes the safe and efficient management of the Group's electricity distribution networks.

Prior to joining Energy Queensland, Peter was a member of Energex's executive management team for ten years. His career with Energex included managing and leading capital planning and program delivery, asset management, procurement, regulatory issues and the growth of new commercial businesses.

Peter holds both a bachelor degree (with honours) and a masters degree in engineering from the University of Queensland, and is a fellow of the Australian Institute of Company Directors. Peter is also Chair of Energy Skills Queensland and Deputy Chair of TAFE Queensland.

Paul Jordon
Executive General Manager, Operations

GAICD, INSEAD

Paul Jordon was appointed to the Executive Committee in December 2017. He is responsible for leading the operations and maintenance of our electricity distribution network including the merging and transforming of Ergon Energy Network's and Energex's associated operational streams including works programming, field delivery, substations and a dedicated emergency planning and response team into an innovative global leader in the Energy industry.

Prior to his current appointment Paul led the customer service elements of the Ergon Network which included ensuring the safe and efficient operation and maintenance of the distribution network.

Paul has more than 30 years' experience in the electricity distribution and retail fields, both in Australia and internationally and brings a wealth of knowledge to all aspects of the EGM Distribution role including specialist levels of expertise in disaster preparedness and response and is a passionate advocate for the safety of our employees and our communities.

Ayesha Razzaq

Executive General Manager, Retail

BEng(Hons) GAICD FAMI

Ayesha Razzaq was appointed Acting Executive General Manager, Retail in March 2020.

Ayesha is responsible for leading Energy Queensland's Retail business, Ergon Retail. This includes delivering a positive customer experience, managing wholesale energy procurement, and the ongoing development of products and service choices for customers.

Ayesha brings a wealth of commercial knowledge and expertise obtained through her 20-year career as a senior executive in the retail energy industry. With a customer-centric focus, she has successfully implemented innovative strategies to deliver profitable growth and has led large teams through a range of operational and transformational programs.

Ayesha holds a Bachelor of Engineering with Honours and more recently graduated from Harvard Business School where she completed the Advanced Management Program. She was awarded the 2017 ACT Corporate Telstra Business Woman Award.

Peter Scott

Executive General Manager, Finance

DipBus BBus MPA MBA FCPA GAICD

Peter Scott was appointed Executive General Manager, Finance (EGM Finance) in November 2016 and is responsible for managing the Financial, Procurement & Supply and Corporate Shared Services of Energy Queensland, in addition to the Company Secretariat and General Counsel functions.

Peter is a Director of various subsidiary companies of Energy Queensland including Yurika Pty Ltd, Ergon Energy Qld Pty Ltd, Energex Ltd and Ergon Energy Corporation Ltd.

Prior to joining Energy Queensland, Peter was Energex's Chief Financial Officer (CFO) for two years. Throughout his career he has gained extensive experience as a senior executive in both local government and government-owned corporations, including holding various CFO and Chief Executive roles. Peter's earlier career included a variety of banking and government/semi government roles across regional Queensland.

Peter holds a Diploma of Business, a Bachelor of Business, a Master of Professional Accounting, and a Master of Business Administration. He is also a Fellow of Certified Practicing Accountants and is a Graduate of the Australian Institute of Company Directors.

Carly Irving

Executive General Manager, Yurika

GradCertBus BEd MBA GAICD

Carly is responsible for spearheading Yurika's unregulated energy, metering, and telecommunications services business.

Carly has over 25 years' experience working in a variety of senior leadership and Customer focused Management positions and these include General Management, Human Resource Management, Business Operations and Managing Director of her own Consulting business.

Carly was recently been recognised as a QLD finalist in the Telstra Business Women of the Year 2019 Awards for her work challenging the traditional way we do things, in particular rebalancing the power and gender dynamics.

Carly is a highly accomplished visionary executive with experience in corporate business operations, strategic planning, project management, logistics, acquisitions and mergers, OHS, contact centres, customer experience and IPO's with both start up and growth organisations. Carly is results driven, a decisive situational leader with proven success in these areas, always ensuring sustainable business results, while maintaining the safety and wellness of her people.

Michael Dart

Executive General Manager, Customer

BSc (AusEnvSt) BSc (EnvHlth) Dip(Mgt) GAICD

Michael Dart was appointed to the Energy Queensland Executive Committee from 1 January 2020. He is responsible for leading customer, community, stakeholder engagement, brand, marketing, media, internal communications, digital communications and investor relations strategies for Energy Queensland.

He also has executive responsibility for the largest 24/7 Network Customer Operations centre in Australia, and oversees the market transaction and customer connections functions for the business.

He has executive management, stakeholder relations, policy development and communications experience reaching more than 20 years. He has worked for state and local governments and as consultant to the private and public sectors.

Michael has spent more than a decade as an Energy Industry leader and is also a Non-Executive Director of Creative Regions, with Director experience in the government, arts and environmental health fields.

Belinda Watton

Executive General Manager, Services

BCom MAppLaw GradCertAppFin GAICD

As an experienced senior executive, Belinda leads a multi-functional, diverse and geographically dispersed team of more than 1,000 people who drive the transformational and cultural change necessary to help Energy Queensland realise its vision of 'energising Queensland communities'.

This is being achieved through the strategic direction and leadership of the people, safety, environment, property and fleet portfolios – including Energy Queensland's Registered Training Organisation.

Belinda has a track record of transforming cultures and delivering strong business performance in complex public, private and not-for-profit organisations. Belinda also holds directorships with Ergon Energy Retail, Energy Skills Queensland and HELP Enterprises.

She has a Bachelor of Commerce, Masters of Applied Law, qualifications in finance, is a graduate member of the Australian Institute of Company Directors and a member of Chief Executive Women.

Marianne Vosloo

Executive General Manager, Digital

BSc (CompSc & Math) BSc (Hons CompSc)

Marianne joined the Group in June 2020, bringing international expertise in digital strategy, data analytics and cybersecurity from her prior role as Chief Information Officer at the Australian Federal Police, as well as senior leadership positions in the finance, mining, healthcare, manufacturing, and ICT consultancy sectors.

She is responsible for leading Energy Queensland's digital strategies, as well as overseeing all major ICT investments, business partnering, innovation and support services.

Marianne has worked in complex ICT environments with large, geographically dispersed teams, with a critical focus on cost-effective digital enablement, as well as IT-OT convergence. These strengths will support Energy Queensland's focus on creating value for customers through smart, secure digital investment and service delivery.

Underpinning her wealth of practical experience and expertise, Marianne holds a Bachelor of Science majoring in Computer Science (Hons) and Mathematics from South Africa's University of Potchefstroom.

Glossary

ACB	Asbestos Containing Materials
AER	Australian Energy Regulator
AEMO	Australian Energy Market Operator
ARENA	Australian Renewable Energy Agency
AS	Australian Standard
ASX	Australian Securities Exchange
AWEI	Australian Workplace Equality Index
BEV	Battery EV
CBD	Central Business District
CCT	Contact Centre Technology
CEI	Customer Enablement Index
CEO	Chief Executive Officer
CFO	Chief Financial Officer
CI	Customer Index
CSAT	Customer Satisfaction
CSO	Community Service Obligation
DEBBs	Digital Enterprise Building Blocks
DER	Distributed Energy Resources
DTMR	Department of Transport and Main Roads
DOE	Dynamic Operating Envelope
ECM	Enterprise Content Management
ENA	Energy Networks Australia
EWOQ	Energy and Water Ombudsman Queensland
ESO	Electrical Safety Office
EV	Electric Vehicle
NTS	Net Trust Score
FiT	Feed-in Tariff
GOC	Government Owned Corporations
GSL	Guaranteed Service Level
HSE	Health, Safety and Environment
HEMS	Home Energy Management Systems
ISO	International Organisation for Standardisation
ICT	Information and Communications Technology
IoT	Internet of Things
IVAM	In Vehicle Asset Management
LED	Light Emitting Diode lighting
LGBTI+	Lesbian, Gay, Bisexual, Transgender, Intersex and other communities
MSS	Minimum Service Standard
nbn	National Broadband Network
NEM	National Electricity Market
MIST	Micro-grid and Isolated Systems Test facility
PHEV	Plug-in Hybrid EV
PV	Photovoltaic
QCA	Queensland Competition Authority
QHES	Queensland Electric Super Highway
RFDS	Royal Flying Doctor Service
SAPS	Stand-alone power systems
SAP	System Applications and Products system
SES	Queensland State Emergency Services
TCP	Thriving Community Partnership
TSS	Tariff Structure Statements
VPP	Virtual Power Plant
VR	Virtual reality

Common measures

Reliability service standards	
SAIDI	System Average interruption Duration Index. Network reliability performance index, indicating the total minutes, on average, that customers are without electricity during the relevant period (minutes).
SAIFI	System Average Interruption Frequency Index. Network reliability performance index, indicating the average number of occasions each customer is interrupted during the relevant period (interruptions).
Customer Minutes	Customer minutes is a measure of the number of customers interrupted multiplied by the duration of a power outage or outages, incorporating any staged restoration.
Workplace safety performance	
TRIFR	Total Recordable Injury Frequency Rate reports a frequency rate of the number of total recordable injuries per million hours worked on a rolling twelve month basis. 'Total Recordable Injuries' is made up of Fatalities (F), Lost Time Injuries (LTIs), Medical Treatment Injuries (MTIs) and Medical Treatment Injuries – Suitable Duties (MTI-SDs) for EQL employees.
LTIFR	Lost Time Injury Frequency Rate reports a frequency rate of the number of Lost Time Injuries per million hours worked on a rolling twelve month basis.
SIFR	Significant Incident Frequency Rate. Significant HSE Incident Frequency rate measure includes the number of significant injuries which include class 1 (actual or potential) incidents, work related SEIs and DEEs, expressed as a rate per million hours worked.
TRI	Total recordable injuries. 'Total Recordable Injuries' is made up of Fatalities (F), Lost Time Injuries (LTIs), Medical Treatment Injuries (MTIs) and Medical Treatment Injuries – Suitable Duties (MTI-SDs) for EQL employees.
Electricity related	
MVA	megavolt ampere: one MVA equals 1,000kVA
kW	kilowatt: one kW equals 1,000 watts
MW	megawatt: one MW equals 1,000 kilowatts
kWh	kilowatt hour: the standard 'unit' of electricity which represents the consumption of electrical energy at the rate of one kilowatt over a period of one hour
MWh	megawatt hour: one MWh equals 1,000 kilowatt hours
GWh	gigawatt hour: one GWh equals 1,000 megawatt hours or one million kilowatt hours

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