2024 Sustainability Report

SA Power Networks

ENERVEN™

Contents

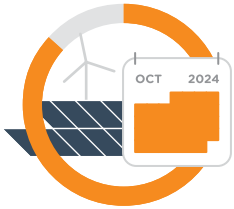
Acknowledgement of Country
In the spirit of reconciliation, SA Power Networks and Enerven acknowledge the multiple Traditional Owners of the lands that host the South Australian electricity network and their connections to land, sea and community. We would also like to pay our respects to Elders past and present and acknowledge that these are living cultures.

The visual centrepiece of our first Reconciliation Action Plan is *Empowering South Australia*, by Presten Warren, an artist and proud Wirangu/Dieri/Kokatha/Mirning man.

Contact us
sustainability@sapowernetworks.com.au

South Australia facts

Renewables powered
72%
of electricity use
(over 12 month period)



Renewables powered
86.9%
of State electricity use
during October 2024
(averaged)

SA Government committed to
100%
net renewable
energy generation in SA
by 2027

38% ↑
customers in SA
with solar
– highest in National
Electricity Market (NEM)

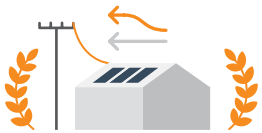
SA Power Networks Group Sustainability highlights 2024

#1
Benchmark ranking for
total factor productivity
by the AER

Launched
Sustainable Financing
Framework and
certified Green Bond

Enerven secured
3
renewable energy
projects

Launched
Energy Masters
Pilot



Award-winning
Flexible Exports
initiative

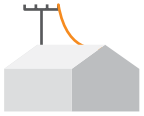
Diverted
90% ↑
of our waste
from landfill

110
Record number
of new starters in our
Early Career Programs

$1.67m
invested over the year
in community
partnerships and grants

Achieved
$5.8m
in donations through
the Employee Foundation
(cumulative)

0
fatal incidents
(employees and
contractors)



System reliability
improvement – decrease to
142 ↓
average minutes off supply over
2023/24 regulatory year

Commenced
first phase of
climate scenario
analysis

1,415
Employee
volunteering
hours

Award-winning
cyber security
team

Foreword

Connecting South Australians to a better energy future, today – a message from our Chief Executive Officer

On behalf of the Executive Leadership Team, I am pleased to present the 2024 Sustainability Report. It has been another busy year for our organisation, and our activities and achievements on the sustainability front reflect this.

The energy transition is evolving at a rapid pace and South Australia is at the forefront of the global shift to a net zero future. This complex and evolving landscape presents great opportunities, but also significant challenges, and it means the role of the SA Power Networks Group is evolving. To set ourselves up for success, we continue to implement our new operating model, which aims to align the organisation behind our refreshed strategic narrative and enable us to better deliver for our customers.

As an organisation, we continue to navigate the increasing uptake of Consumer Energy Resources (CER), electrification, and the challenge of ageing assets. We are proactively addressing these issues to evolve our network to be smart and robust enough to be the platform for a customer-driven energy system. Equally, these issues present opportunities to leverage our capabilities to deliver even greater value from our network for our stakeholders. An exciting example of this was the launch of the Energy Masters project in collaboration with SA Government and a number of industry partners. This innovative project will support 500 South Australian households to research the benefits that flexible household energy use can have for the homeowner, other energy users, and the grid.

As a full signatory to the Energy Charter, SA Power Networks continued taking an active role with our Charter peers to endeavour to provide equitable outcomes and opportunities for the community through the energy transition. We are also acutely aware of the cost-of-living pressures currently faced by our customers and with electricity being an essential service, we are mindful of containing the costs that comprise the distribution component of electricity bills.

The development of our 2025–30 Regulatory Proposal was the culmination of extensive engagement with South Australian customers and stakeholders, which delivered a proposal that was broadly accepted by the Australian Energy Regulator (AER) in its draft determination as reflecting an appropriate balance of service and price. At the core of our Proposal was prudent investment to maintain a safe and reliable network, mitigating the risk of bushfire events impacting the network, improving customer experience, and continuing to support the uptake of rooftop solar.

Enerven, our specialist service provider in the competitive energy and telecommunications sectors, continued to grow, securing and delivering multiple major construction projects across Australia, important pieces of the transformation of the energy sector.

In early 2024, we launched our first 'Reflect' Reconciliation Action Plan for the SA Power Networks Group, which marks the beginning of our formal reconciliation journey and allows us to formalise our reconciliation actions as an organisation. This is an important step and something I am immensely proud of, reinforcing our commitment to using our influence as a business to affect positive change on reconciliation, inclusion, and diversity in South Australia.

Safety remains at the core of who we are and what we do. Ensuring the continued safety of our people, our customers and the community is embedded into our systems, processes and how we operate as a business every day. This year saw an important focus on driving safety and the introduction of our Fatal Hazard Critical Controls program, to ensure that everyone in our business truly understands, and consistently applies, the critical controls that keep us all safe.

Late in the year I had the privilege of attending a discussion with His Majesty King Charles III to highlight South Australia's world-leading use of solar resources and how SA Power Networks is innovating to integrate these into our network. Hosted by Governor-General Sam Mostyn in Sydney, the 'Sustainable Markets Initiative Roundtable on Investing in the Transition to a Net-Zero, Nature Positive Future' was attended by around 20 CEOs and business leaders from across Australia.

It was an excellent meeting, exploring crucial topics such as renewable energy, industry transition and collaboration, sustainable finance and investment, and the restoration of nature. There was significant interest in South Australia's position as a world leader in rooftop solar, the work SA Power Networks is doing to integrate renewables and innovative technology into our distribution network, and our collaboration with government towards shared goals as a key enabler.

This Sustainability Report captures the year's highlights, achievements and performance across our material environmental, social and governance related topics, and our response to current and emerging challenges as the energy transition gains momentum. It also reflects our continued focus on our customers and our people, and our aspiration to contribute to a prosperous, equitable, and low carbon future for South Australia.

I thank our people, our customers, stakeholders and the South Australian community for your ongoing support, commitment and continued focus as we work together to create a better energy future for our State.

Andrew Bills
Chief Executive Officer

About the SA Power Networks Group

Our role and services

The SA Power Networks Group has two key businesses – SA Power Networks, which manages the regulated electricity distribution network serving South Australia, and Enerven, a specialist service provider in the competitive energy and telecommunications sectors.

SA Power Networks
Regulated business

SA Power Networks' core business is electricity delivery, but our network also plays an important role as South Australia transitions to a distributed and decarbonised energy system. Managing the distribution network now involves not just managing supply for 930,000 customers with their diverse energy demand needs, but also playing our role in supporting their desire to contribute green energy into the grid from hundreds of thousands of consumer energy resources (CER) such as solar panels, batteries and electric vehicles.

Enerven
Our specialist infrastructure business

Enerven specialises in the design, construction and maintenance of electrical, renewable, and telecommunications infrastructure. Enerven provides a range of services to utility, industrial and commercial enterprises, with experience in renewable energy technologies including solar farms, battery energy storage systems (BESS), smart lighting, Virtual Power Plants (VPP), embedded networks and microgrids.

Primary electricity distributor in SA

Supplying **930,000 homes and businesses**

2,900 employees across 40+ sites

Electricity distributed **9,693GWh** in 2024

Network coverage over **178,000km²**

Supply South Australia's **1.7 million** population

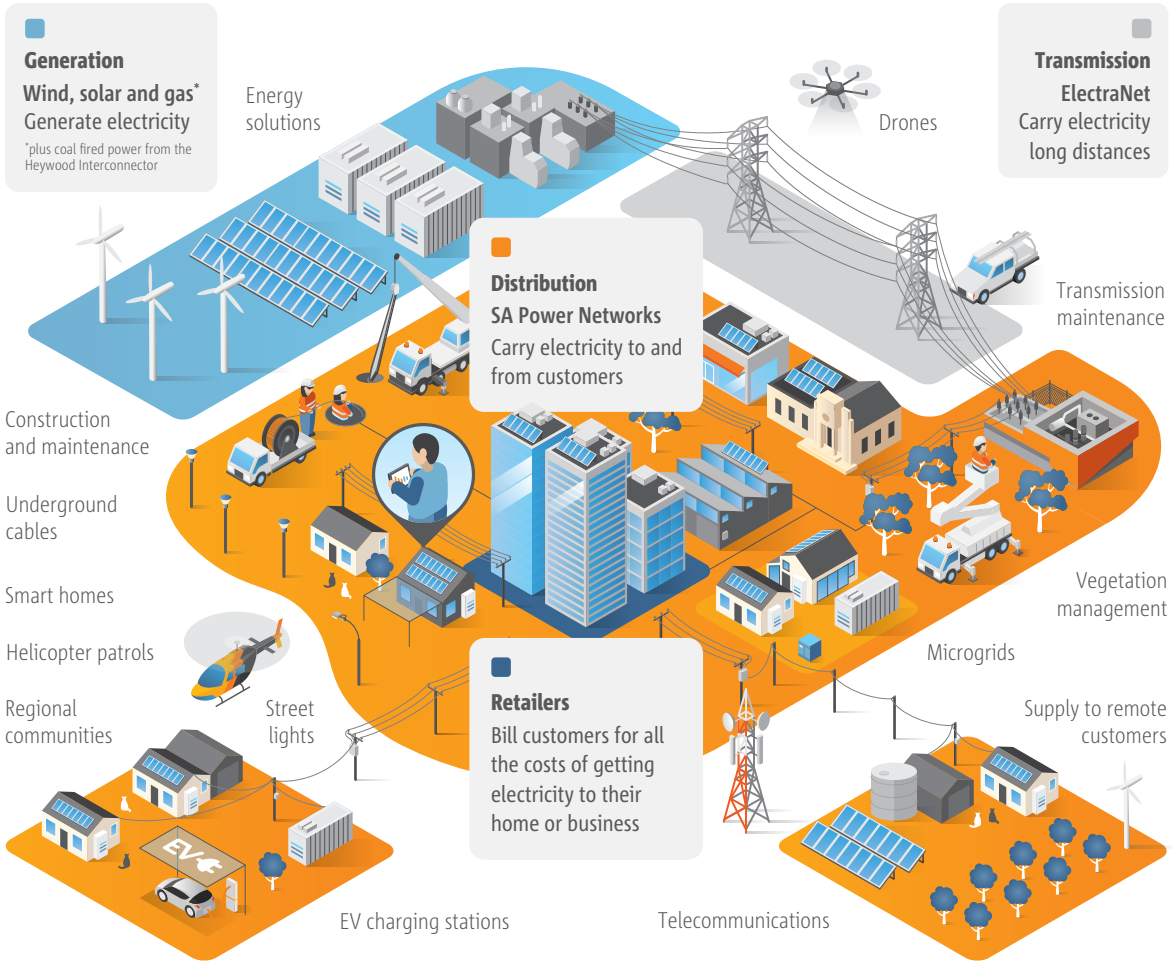
Oldest network assets in the NEM

790 apprenticeships since 2004

415 zone substations **77,000** transformers

Network length around **90,000km**

South Australian electricity supply chain and the SA Power Networks value chain

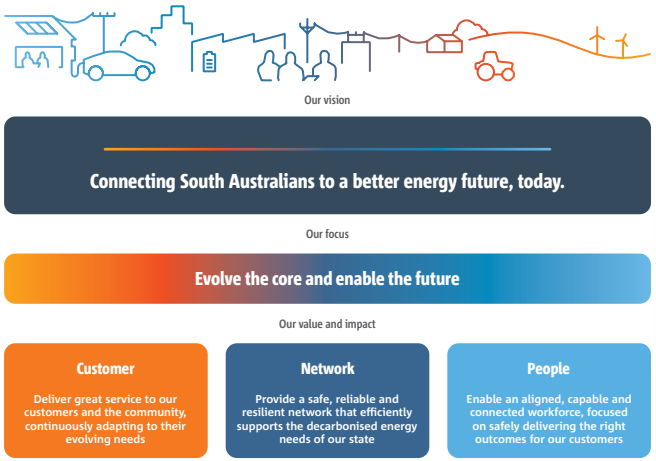


Our vision and approach to sustainability

The SA Power Networks Group's Strategic Direction sets out our long-term ambitions through to 2035, detailing the opportunities and challenges of the energy transition and reflecting our unique opportunity to support State decarbonisation and prosperity.

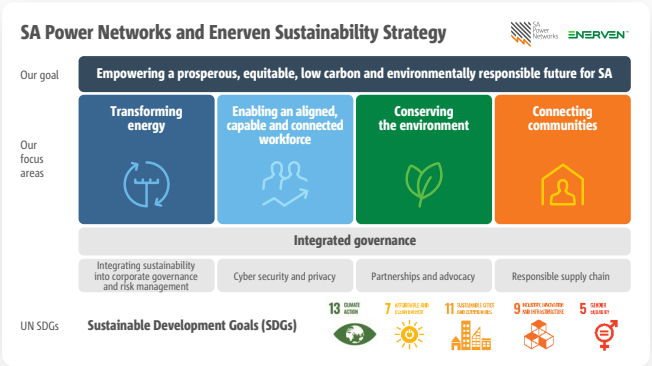
In 2024 we sought to refine SA Power Networks' strategic narrative and simplify our strategic ambitions, with a refreshed vision – *"Connecting South Australians to a better energy future, today"*.

SA Power Networks' Strategy



The regulated business now has a more focused direction on helping to create a better energy future for South Australia. Crucially, this further aligns our vision and impact with the focus areas of our Sustainability Strategy. The Enerven Strategy remains the same.

Our Sustainability Strategy outlines our vision, goal and initiatives to help achieve a more sustainable business, community and environment. We know that our role extends beyond being an essential service and acknowledge our impact and influence on the continued prosperity of South Australia. Our sustainability approach reflects this, through the work we do to support and strengthen our customers and communities, collaborate on innovative opportunities with Government and the private sector, empower our workers, and protect the natural environment.



Aligning our financial goals with our sustainability principles

Tackling the climate crisis and playing a role in the energy transition requires a global effort and governments and corporations are increasingly using Green Bonds to raise the significant money required to fund activities.

In 2024 the SA Power Networks Group achieved another milestone on our sustainability journey with the release of a *Sustainable Financing Framework* and receiving pre-issuance certification for the issuance of a Green Bond certified under the Climate Bonds Standard's 'Electrical and Grids and Storage' criteria – the first Australian electricity distribution network to do so.

The *Sustainable Finance Framework* outlines our commitment to integrating sustainability principles into our financing activities. It serves as the guiding document for how we intend to borrow, issue, and manage sustainable (green) debt across operations.

Aligning our financial goals with our environmental and social responsibilities is paramount to ensure long-term value creation for our customers, stakeholders, and the South Australian community.

We will utilise proceeds from Use of Proceeds instruments, including Green Bonds and Loans, to finance or refinance new or existing distribution assets that support South Australia's transition to a distributed and decarbonised energy system. Additionally, funds will be allocated to adaptation and resilience projects, such as network bushfire readiness, to maintain and enhance grid resilience and reliability.

Ensuring we focus on what matters

Our strategic efforts, sustainability initiatives and reporting are focused on the environmental, social and governance (ESG) issues that we understand are a priority for the majority of stakeholders (including our customers, employees, shareholders, suppliers, partners and government).

We review and assess our approach annually, and in 2024 we undertook a comprehensive and independent materiality assessment aligned to the requirements of the Global Reporting Initiative (GRI) Standards. Materiality assessments are a common method to determine what ESG issues, risks, and opportunities have the greatest impact on our business, customers and communities, and which we have the ability to influence[1].

The process included a desktop analysis of industry reports, peer sustainability disclosures, changes in policy and regulation, and global megatrends to determine the ESG issues applicable to the energy sector and the broader business landscape. To understand SA Power Networks Group perspectives, internal documentation was examined, a broad stakeholder survey was conducted, and a workshop was held with the Executive Leadership Team (ELT) to discuss findings.

A total of twenty material ESG topics (the 'long list') were identified during the assessment process, five more than the materiality assessment we undertook in 2021 – reflecting developments in the energy sector, and a greater awareness of ESG topics by stakeholders. Most topics were the same as previous years, with the theme and definition of a number of topics refined to better reflect the role, risks and opportunities of the SA Power Networks Group.

Following a prioritisation process, a 'short list' of the most material topics was compiled:

Theme	Material topic
Network	Grid resilience and reliability
	Decarbonisation and the energy transition
	Emerging technologies and integration
Environment	Nature, biodiversity and environmental conservation
	Responsible consumption and resource use
Social	Energy affordability and an equitable transition
	Customer experience and engagement
	Safety and health of the workplace and public

As a 'short list' this list does not represent all ESG topics that are relevant to the SA Power Networks Group, rather the topics that have been ranked more important than others by our stakeholders.

The findings and observations generated by the materiality assessment are a valuable validation of the SA Power Networks Group's corporate strategy and sustainability approach. Specifically, our focus on decarbonisation, network resilience and an affordable, just and fair energy transition are issues that our stakeholders continue to rate as most important, with broader sustainability topics such as biodiversity, circularity and customer experience growing in focus.

Additionally, the extensive engagement undertaken as part of our Regulatory Reset Proposal development also reflects these themes and validates that we are on the right track.

1 In the context of the sustainability sector, 'materiality' refers to topics that represent the SA Power Networks Group's most significant impacts on the economy, the environment, and people (as defined by the Global Reporting Initiative, GRI). Impact materiality assessments focus on outward impacts of the business, informed by internal and external stakeholder views.

About this report

In addition to reflecting how we address our most material ESG topics, our 2024 Sustainability Report outlines our vision and approach to sustainability, provides a summary of progress against the goals, commitments and initiatives of our Sustainability Strategy, and profiles key achievements during the year.

This document should be read in conjunction with our *2024 Sustainability Data and Disclosure Databook* and *Environmental, Social, Governance and Network Matters Management Approach Statements,* available on the SA Power Networks website. Together, these documents comprise the core of our sustainability reporting suite and detail the ESG performance and achievements related to the SA Power Networks Group's South Australian (SA) network, assets as well as projects (including work conducted interstate by Enerven) during the 2024 calendar year.

Other publications covering ESG-related topics can be found on our website, and include our *Reconciliation Action Plan*, *Modern Slavery Statement*, *Energy Charter Disclosure Report*, *Community Partnerships Report* and *Sustainable Financing Framework*.

Reporting frameworks

The ESG reporting landscape is evolving rapidly. We continuously monitor these developments and annually review the frameworks and standards against which we report. Our proposed sustainability and ESG reporting framework is provided to the ELT and Board Sustainability Committee for endorsement every year.

Our sustainability data and ESG disclosure indices are contained in our *2024 Sustainability Data and Disclosure Databook*. Our reporting for 2024 follows the guidance of the Financial Stability Board's former Taskforce for Climate-related Financial Disclosures (TCFD) Framework, the GRI Standards and general industry conventions. Our carbon footprint is calculated using the guidance of the Greenhouse Gas Protocol, Corporate Value Chain (Scope 3) Accounting and Reporting Standard, and the Technical Guidance for Calculating Scope 3 Emissions.

In addition, we reference the United Nations (UN) Sustainable Development Goals (SDGs). We believe we can contribute positively to all 17 SDGs, and provide a significant contribution towards five in particular:

A summary of our contribution against these SDGs, and our TCFD and GRI Indices can be found in our *2024 Sustainability Data and Disclosure Databook*.

This year we continued to prepare for mandatory disclosures against the International Sustainability Standards Board's Sustainability Standards (S1 and S2), and the Australian Accounting Standards Board's Sustainability Standards (AASB 1 and AASB 2).

Assurance

We engaged Deloitte to undertake Limited Assurance over key 2024 sustainability reporting data. The full details of the process, scope of assurance and outcome are detailed in Deloitte's assurance statement in Tab 9 of the *2024 Sustainability Data and Disclosure Databook*, available via our website.

Transforming energy

Enabling the net-zero transition through transformation of our energy system

Contributing to

Commitment

Decarbonisation

Contribute to South Australia's pathway to net zero emissions by delivering clean energy and unlocking future value for our State

Resilience and reliability

Providing a reliable, resilient and safe electricity network

Enabling the Electric Vehicle (EV) transition

Work in partnership with business and government so that our network can be 'EV ready'

2024 Progress – SA Power Networks initiatives

Flexible Exports Program won the Clean Energy Council's 2024 Industry Collaboration Award

Launch of Energy Masters Pilot

Implemented a range of initiatives to progress the EV readiness of our network

Improved system reliability

142 ↓

average minutes off supply per annum

2024 Progress – Statewide inititatives – These actions and our role enabling the energy transition have contributed to South Australia's progress towards a net zero energy system, including:

72%

of electricity use in SA met by renewables (over 12 month period)

38% ↑

customers with solar – world's highest % State's largest generator

3.2GW ↑

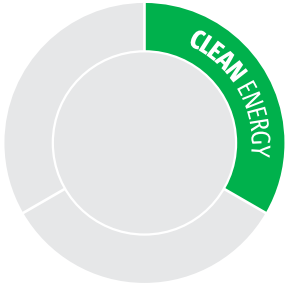
of Distributed Energy Resource (DER) capacity (cumulative)

~46,500 ↑

home battery systems enabled in South Australia (cumulative)

Transforming energy

In early 2024 Adelaide hosted the Energy Networks Australia Conference and Exhibition, an important event for all stakeholders in the Australian energy sector to discuss the challenges and opportunities of the energy transition. Among the topics explored, several key themes emerged, shedding light on the changes underway within the industry.



Enabling clean energy and unlocking future value for our State

- **Transformational shift needed:** Participants emphasised the need for a transformational, rather than merely transitional, leap in energy generation, networks, and investments to meet Australia's net zero commitments.
- **Continued evolution of energy grids:** Grids must continue to evolve – at pace – to support the transition, accommodating bi-directional flows, renewable sources, and electric vehicles whilst maintaining stability.
- **Customers are central to the transition:** Enhanced consumer engagement is needed to bridge the gap between industry initiatives and consumer expectations. Importantly, the notion of energy justice emerged as a central tenet of the discussions, emphasising the need for a just transition that ensures equitable distribution of benefits and burdens.

South Australia is taking steps to meet these challenges by increasing its use of electricity derived from renewable energy sources, and integrating hundreds of thousands of Consumer Energy Resources (CER – for example solar panels, battery systems, and electric vehicles) over recent years.

In a sign of how quickly the transition is occurring, in 2024 the South Australian Government announced it was bringing forward its renewable electricity target by three years, with the state now aiming to achieve 100% net renewable electricity generation by 2027.

Our goal: Contribute to South Australia's pathway to net zero emissions by delivering clean energy and unlocking future value for our State.

The central role of electricity distribution businesses in the energy transition, particularly in relation to integrating and managing the benefits, opportunities and challenges of CER is increasingly being recognised. In 2024 the Federal Government released the National Consumer Energy Resources Roadmap and the Energy Networks Australia published 'The Time is Now' report, advocating for better use of electricity distribution networks to transform the energy system and drive decarbonisation. These reports contend that significant consumer benefits can be leveraged by 'unlocking' the grid capacity we already have while continuing to support customers in the uptake of CER.

As the operator of South Australia's primary electricity distribution network, SA Power Networks is already actively using our unique role to enable the ambitious and exciting transformation of the energy sector.

We connect and host residential and large-scale solar and wind generation owned and operated by other entities, with batteries to provide system security services, and over the longer term, our network will enable broader decarbonisation through electrification of transport and potentially other end-use applications currently powered by hydrocarbons.

Building on our awarding winning Flexible Exports service, we've been hard at work firming up our Distribution System Operator (DSO) vision, outlining the set of services that are now possible, with a digitised two-way distribution network. At a foundational level, a DSO's role is to take a more active role in managing energy flows from hundreds of thousands of CER devices, with the goal of integrating them into the energy system at least cost, whilst continuing to support customers to install the equipment and use energy in a way that suits them.

More information on how we are supporting the decarbonisation of South Australia, integrating new technologies such as solar, batteries and electric vehicles, and maintaining a resilient, safe and stable grid can be found in our *Network Matters Management Approach Statement*. How we are playing our part in making energy more affordable can be found in the *Connecting and protecting communities* section of this report and our *Social Matters Management Approach Statement*.

The important role of flexibility: establishing our Distribution System Operator (DSO) capabilities

The energy transition is changing the role electricity networks play and the services they provide. Only two decades ago, our network served only to supply energy generated by large, centralised fossil-fuelled generators; now it hosts more than half of the State's generation capacity, with much of it owned by customers. Furthermore, as customers electrify their homes, businesses and transport, the network will need to carry up to twice the energy it does today. All this change is happening in a time with significant cost of living pressures, meaning our customers and stakeholders want us to manage this transition without investing significantly in new network capacity, keeping a lid on network prices.

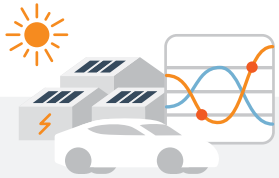
The concept of demand flexibility is one way to assist in achieving this. While the uptake of CER has the potential to double peak and minimum demand on the grid, there is significant latent capacity available outside of these peak times. If we can design the right incentives to encourage flexible energy use outside these times, we can supply much more energy through the existing network, reducing the unit cost of energy for all customers.

To truly activate demand flexibility and the benefits it can provide, SA Power Networks is transforming its services and capabilities. This includes planning for, connecting and actively managing the energy flows of hundreds of thousands of CER systems in real-time. 'DSO' is the industry term for the entity that undertakes this role. SA Power Networks has been performing, and continues to evolve into this important role.

The DSO services SA Power Networks is already providing or planning to provide include:

- **Solar Backstop mechanisms**, such as the ability to rapidly manage the output of rooftop solar at rare times of system security risk, in partnership with the Australian Energy Market Operator (AEMO). The solar backstop mechanism has been in place in South Australia since September 2020.
- **Flexible connections**, which incentivise customers for being flexible with their energy use, increasing network utilisation, reducing network costs and enabling the continued uptake of CER. Flexible Exports for solar, released in July 2023, was our first foray into flexible connections, and we'll soon be testing flexible imports in our Energy Masters pilot.
- **Flexibility Services**, which would see us publish our network constraints on an interactive map and use it to procure services from Virtual Power Plants (VPPs), standalone batteries and public EV infrastructure, to avoid the need for network upgrades in certain areas. We plan to develop a trial network constraint marketplace to test this concept in the coming years.
- **Market Integration**, which would see us establishing real time information sharing capability with the Australian Energy Market Operator (AEMO) and other participants, so they can safely and reliably manage the wholesale electricity market within distribution network limits.

We are continuing to develop strategies to respond to emerging trends, and engage with stakeholders and the AEMO to enable us to have the right capabilities to manage system and network security as solar continues to grow. Our ultimate aim is to develop and maintain a more flexible, smarter, resilient and active network that enables more efficient and customer-centric whole-of-system outcomes.



Environment

World-leading PV uptake
Incoming EVs
Incoming household electrification

All led by customers

Challenges

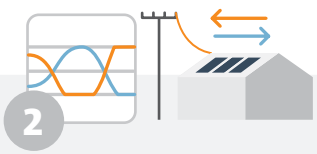
Rooftop solar is causing:
Distribution network overloads
Record minimum demand, putting pressure on system security

Unmanaged EVs and electrification will cause:
Doubling of peak demand by 2050
Widespread network constraints

Potential responses

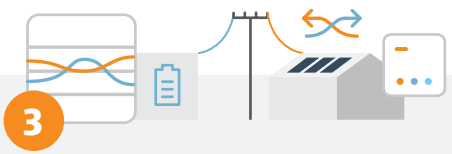
Augmenting the network
Increasing peak and minimum demand

- ✕ Puts upward pressure on distribution prices
- ✕ Results in underutilised assets
- ✕ Poor stakeholder and AER support



Place restrictions on customer CER and electrification
eg. low static export limits and large load restrictions

- ✕ Not customer friendly
- ✕ Slows down the energy transition



Become a DSO and embrace CER in planning and operation
Offer flexible connections (load and generation) that incentivise usage outside of peak times
Install or procure services from CER to resolve network constraints
Plan for the optimal mix of network and non-network solutions

- ✓ Enabling customers to maximise benefit of their resources through a flexibility exchange
- ✓ Augment the network where it provides customers the most value

More information on how we are supporting the decarbonisation of South Australia, integrating new technologies such as solar, batteries and electric vehicles, and maintaining a resilient, safe and stable grid can be found in our *Network Matters Management Approach Statement*. How we are playing our part in making energy more affordable can be found in the *Connecting and protecting communities* section of this report and our *Social Matters Management Approach Statement*.

DSO case study: Flexible Exports

We want to continue to enable customers to connect rooftop solar, but this can cause challenges for our grid and our ability to provide secure and reliable power. Our distribution network was built many years before solar, and reverse power flows from solar are now starting to exceed the 'hosting capacity' of parts of the network, especially on mild Spring days. This lowers the performance of customers' solar systems, and causes voltage issues, (including for non-solar customers) in some areas with a lot of rooftop solar. It is also starting to exceed the reverse power ratings of some of our major plant at some substations. To avoid augmenting the network (a historic first response which could put upward pressure on distribution prices) or restricting customer choice, we have developed flexible offers.

Our Flexible Exports connection offering enables new and upgrading customers to export surplus (up to 10kW per phase depending on network capacity) from their solar panels, into the network. This is double the export capacity of the current fixed export limit, and well above the projected fixed 1.5kW per phase the network could support with continued solar installations. After the launch in 2023 of the world's first Flexible Export connection offering, 2024 saw the successful rollout of the offering to 70% of customers in the State.

Whilst flexible offerings are a positive mechanism to enable and incentivise the connection of rooftop solar, some customers may find the offering and the reasons behind it complicated. We are endeavouring to provide customers with clear and simple energy options and information to help alleviate some of this complexity.

Fixed Exports

100% ON
Sending back a fixed and limited amount of energy to the grid all the time, typically 1.5kW per phase

OR

100% OFF
No export into the grid

Flexible Exports

DYNAMIC & ADJUSTABLE
Can be smartly turned up or down according to need

This adjustable 'dimmer switch' prevents the network from getting congested, with direct benefits for customers and grid stability.

Since 1 July 2023
10,141
customers have been approved for the **flexible offering**, representing >93% of approvals in flexible areas excluding VPPs

Since 1 July 2023
724
customers have selected **fixed 1.5kW** per phase export plan

Service levels in 2023/24
98.1%
(average duration of full export access against the agreed limit)

SA Power Networks won the **Clean Energy Council's 2024 Industry Collaboration Award** for the Flexible Exports program

More information on how we are supporting the decarbonisation of South Australia, integrating new technologies such as solar, batteries and electric vehicles, and maintaining a resilient, safe and stable grid can be found in our *Network Matters Management Approach Statement*. How we are playing our part in making energy more affordable can be found in the *Connecting and protecting communities* section of this report and our *Social Matters Management Approach Statement*.

DSO case study: Energy Masters

Launched in October by South Australian Minister for Energy and Mining, Hon Tom Koutsantonis MP, and SA Power Networks Chief Operating Officer, Mark Vincent, SA Power Networks' Energy Masters pilot will explore the network, industry and customer benefits of demand flexibility and smart homes, and accelerate their deployment at scale.

Energy smart homes

Energy Masters will trial smart, flexible energy management in 500 South Australian households and strengthen South Australia's position at the front of the global energy transition.

Participating households will have access to appliance subsidies, simple retail offers from partner electricity retailers, and a smart home energy management system to help optimise their home energy use. Subsidies will be available for smart split-system air-conditioners, heat pump hot water, and smart electric vehicle (EV) chargers.

In return, households will participate in research that aims to demonstrate the value of energy-smart households and a simple, reliable and cost-effective way for South Australians to support better decisions about energy use.

Energy smart grid

As customers move to further electrify their homes and transport, demand on the electricity distribution system could double by 2050. Demand-side flexibility technology enables households to better optimise their in-home energy use, while supporting the needs of the grid at certain times. This helps to reduce the amount of additional generation, network and storage capacity needed to meet this growing demand.

Energy Masters is a continuation of SA Power Networks' leadership in CER integration and standards-based interoperability.

Evolution of interoperability and SA Power Networks' leadership

Non-standardised | Standards based interoperability

Basic CER
Solar & batteries
Solar PV and batteries have no remote management capabilities

2010–2017

VPPs
Home batteries
Residential batteries remotely managed to release market benefits and provide grid support services

Salisbury VPP trial
Advanced VPP Grid Integration

2017–2019

Flexible Exports
Smart Solar
Solar system provided with dynamic export limits to manage network constraints and become more market-aware

Flexible Exports for Solar PV
Market Active Solar Trial

2020–2023

Energy Masters will standardise

Dynamic Operating Envelopes
Bi-directional limits for smart appliances within the home – PV, batteries, hot water, heater, EV charger, etc
- Responding to network export and import limits published by a DNSP

Orchestrated Homes
Market active PV, batteries, hot water, heater, EV charger
- Responding to market signals and optimisation from a retailer/aggregator
- Sophisticated optimisation of energy use within the home
- Operating within the DoE published by the DNSP

2023–2026

Smart Home Vision
Customers have access to simple retail offers enabled by **smart 'plug and play'** CER/appliances and home energy management technology

2030+

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Enabling the Electric Vehicle (EV) transition

Electric vehicles (EVs) are the next big thing influencing energy and emissions reduction outcomes.

One of the barriers to accelerated EV adoption is perceived lack of accessible charging, with EV charging infrastructure being a key enabler of Australia's National Electric Vehicle Strategy[2]. Distribution networks are identified as key stakeholders in streamlining the network connection process to accelerate the rollout of EV chargers.

By 2040, the South Australian Government expects all new cars in South Australia to be electric[3]. As part of our future network planning, we forecast that by 2050, EV charging will have increased annual energy throughput delivered through our network by 50%. As the primary electricity distributor, this could make SA Power Networks the largest provider of vehicle fuel in the State.

EVs have batteries three to ten times the storage capacity of typical home batteries and are a great opportunity to utilise the state's abundance of renewable energy. If EV charging occurs frequently during peak times, the transition to EVs has the potential to drive significant new growth in peak electricity demand, requiring significant upgrades to the distribution network. If EV charging is managed to occur mostly outside of the peak periods, our modelling suggests that South Australia has the potential to decarbonise the transport sector largely within our existing network capacity.

Australia's EV vehicle fleet could be largest and lowest cost potential storage resource in our energy transition[4]. Bidirectional charging is an emerging technology that allows EV drivers to unlock the capacity of their 'battery on wheels', including supplying power to their homes (Vehicle to Load / Vehicle to Building), and even exporting to the grid (Vehicle to Grid).

Our goal: work in partnership with business and government so that our network can be 'EV Ready'

SA Power Networks aims to empower South Australians to transition to electric transport by enabling the connection and operation of charging options that support energy security, affordability, and renewable energy. We are already undertaking several related initiatives which have been prioritised and developed in consultation with our existing customers, policymakers, and the EV industry.

Connecting Electric Vehicle (EV) charging across the state

We are playing an important role in rolling out the new federal government funded National Roads and Motorists' Association (NRMA) EV charging station network across regional and remote South Australia.

The National Highway EV Network will see NRMA, in partnership with the Commonwealth Government, build 117 fast EV charging sites along national highways across the country. Eleven of these fast chargers will be connected to our network. This means Australians will be able to charge their Electric Vehicles in more rural and regional locations across Australia. The project intends to overcome the perception of range anxiety which has been one of the biggest hurdles for Australians when considering whether to buy an EV.

During 2024 we commissioned and connected 180kW DC Fast Chargers at Berri, Port Pirie and Nuriootpa. The EV Chargers at these sites are connected via our grid supply and have a battery behind the meter which is used to offset the energy demand of the EV Charger. These are the first of this type of EV charger on our network, with many more to come.

2 https://www.dcceew.gov.au/energy/transport/national-electric-vehicle-strategy
3 https://www.energymining.sa.gov.au/public-consultations/consultation/south-australias-green-paper-on-the-energy-transition
4 https://arena.gov.au/assets/2023/06/v2x-au-summary-report-opportunities-and-challenges-for-bidirectional-charger-in-australia.pdf

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Our current priorities align with four key pillars.

Flexible offers
Offer EV Services that give customers choice and incentives designed to meet their needs while shifting charging into timeframes where the network has more capacity, and away from peak times.

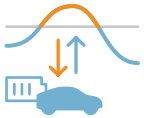
Focus Areas
- Tariffs & rebates
- Charging access

2024 progress
For most EV owners, the most convenient way to charge their EV is to plug in overnight at their home. However, electricity companies are increasingly incentivising EV users to charge up their EVs during the middle of the day when there is an abundance of solar energy being generated, with new tariffs such as Time of Use, that make it more attractive to charge EVs at certain times. In 2024, we updated our consumer-facing EV resources on our website to empower customers to make informed decisions about their EV charging behaviour to save time, money and emissions.

Streamlined connections
Streamline our connection rules and processes to be more transparent, making it simpler for customers to connect and charge their EVs from the distribution network.

Focus Areas
- Streamlined process
- Network rules
- Regulations

2024 progress
Transparency and consistency of network connection processes and rules across the various electricity network distribution businesses in Australia was highlighted in the National EV Strategy as a key priority area to improve installation of EV charging infrastructure. In order to address this, the electricity distribution network businesses across Australia established a dedicated working group with Energy Networks Australia (ENA) to identify the inconsistencies, and align on priority pathways to harmonise network connection rules and requirements related to EV chargers[5].



Integrated Planning
Efficiently plan and operate our network with EVs integrated as flexible loads that respond to network signals while improving energy security and reliability.

Focus Areas
- Flexible loads
- Visibility
- Operations

2024 progress
Based on our learnings from supporting customers in installing rapid public charging (including the award-winning RAA state-wide charging rollout in 2023 and 2024), we published a simple guide for industry stakeholders looking to install public EV charging. This guide includes reference to our Network Visualisation Portal, for a high level feasibility of the High Voltage available capacity.

Empowerment
Educate our customers, employees, suppliers and stakeholders. Advocate for EV charging behaviours that best benefit customers.

Focus Areas
- Education & advocacy
- Fleet electrification
- Kerbside charging

2024 progress
Across 2024, SA Power Networks contributed to several local and national initiatives to advocate for and showcase leadership in the EV transition, including the Parliamentary Enquiry into EV Integration, ARENA Vehicle to Grid (V2G) Roadmap workshop, the RACE for 2030 Strategic Electric Vehicle Integration (SEVI) project, and presentations at Australian Electric Vehicle Association (AEVA), Motor Trade Association, Energy Networks Association, and Committee for Adelaide events.

5 https://www.energynetworks.com.au/news/energy-insider/2024-energy-insider/ev-connections-networks-paving-the-way-to-harmonisation/

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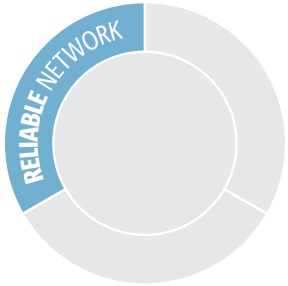
Resilience and reliability



A reliable resilient and safe network

For electricity distribution businesses – particularly those with substantially above-ground infrastructure – reliability and resilience are areas of ongoing focus.

The SA Power Networks Group has a holistic approach to organisational resilience that assists in managing both foreseen and unforeseen risks. Over the next regulatory period we will be tackling a number of significant challenges that impact our ability to deliver safe, reliable and resilient energy services.

Our goal: Providing a reliable, resilient and safe electricity network, and keeping the community and environment safe from bushfire risks.

Maintaining reliability and improving resilience requires an ongoing program of works, particularly in the context of the current and predicted future challenges we are facing in South Australia. Our key reliability and resilience issues include increasing bushfire risk and severe weather events, flooding, increased demand on the network, ageing assets, and wildlife interactions.

Over the 2023/24 regulatory year we experienced 5 major event days (MEDs) – days of widespread severe storm conditions, which are excluded from our Service Target Performance Incentive Scheme (STPIS) because of the extensive nature of interruptions[6]. Although MEDs are excluded from STPIS penalties, the days before and following MEDs normally result in an escalation of interruptions to our customers and significant financial impact to our business.

In 2024 we continued our asset replacement, vegetation management and Feeder Automation[7] programs, including the deployment of wildlife insulated covers, and asset management system improvements. Feeder Automation remains one of our most valuable investment options, by reducing the number of customers interrupted and enabling more efficient restoration of outages.

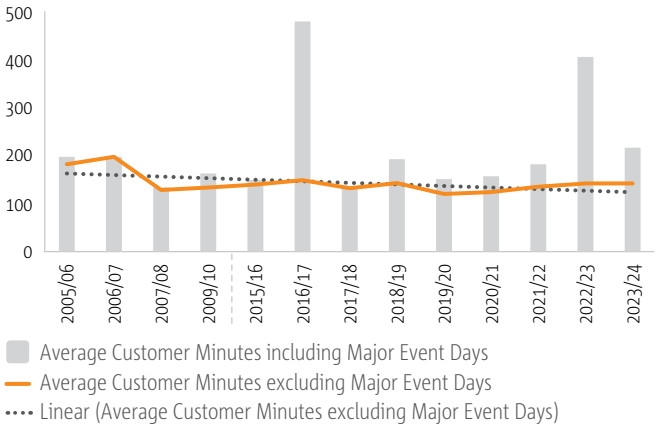
Consultation with customers has also identified a growing concern in relation to frequent and long-duration outages in regional and remote areas of the state. In response, we have submitted a proposal to the Australian Energy Regulator (AER) for the 2025–30 regulatory period to improve service to these customers through a 'Worst Served Customers' improvement program. We have also proposed the procurement of three large mobile generators to serve as emergency backup supply for regional areas that are susceptible to long duration outages typically as a result of extreme weather events. The AER has indicated support for this proposal in its draft determination.

Over the long term, our underlying reliability performance excluding MEDs has generally improved, however we have experienced some challenges in recent years as a result of:

- **vegetation-related outages** – resulting from significant vegetation growth over recent years, and the introduction of more onerous and restrictive vegetation planning regulations in an effort to increase the green canopy over metropolitan Adelaide;
- **lightning outages** – significantly higher levels of lightning activity over South Australia have been recorded in the current period;
- **Grey Headed Flying Fox outages** – resulting from the increase in the Grey Headed Flying Fox colony in the Adelaide CBD and the establishment of colonies in several regional areas; and
- **third party outages** – such as vehicles accidentally hitting power poles or other infrastructure.

In our revised 2025–30 expenditure proposal, we have forecast the expenditure necessary to maintain performance and achieve the 2025–30 STPIS targets.

System Average Interruption Duration Index (SAIDI)



6 Measured as those days with a System Average Interruption Duration Index (SAIDI) greater than 4.91minutes (2023/24 regulatory year).

7 Feeder automation is a process of automating the monitoring, control, and operations of electricity distribution feeders. It involves the use of intelligent electronic devices, digital communication networks, and automated control systems to perform feeder operations without any need of human intervention.

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Climate change and the grid resilience challenge

The physical impacts of climate change – including more frequent and severe storms, flash flooding, and bushfires – are already challenging electricity networks' ability to maintain reliability and resilience.

With climate change resulting in the increased frequency and severity of extreme weather events, especially bushfires, storms and heatwaves, network resilience to extreme weather is an important subset of resilience issues for SA Power Networks to consider. The risk of a major bushfire starting from our assets is the most significant risk faced by the business and the community, and our response to extreme weather events plays a critical role in our customer service, contribution to community safety, trust and reputation. Electricity can start bushfires when powerlines are damaged or come into contact with foreign objects. While we take steps to minimise these risks, electricity has been the cause of bushfires in South Australia.

In meeting our obligations, SA Power Networks is prioritising the maintenance of reliability and enhancement of network and community resilience, especially in response to climate perils. We have regulatory obligations to achieve certain reliability and performance standards and financial penalties apply where we fail to meet these standards.

Our Strategic Asset Management Plan and Strategy for Network Resilience to Extreme Weather outline the program of works and initiatives to address these challenges over coming years, including:

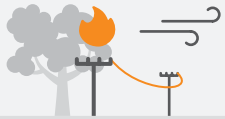
- continued comprehensive bushfire risk management and emergency response programs;
- further research and analysis, including climate scenario analysis, to build on our work with the Bureau of Meteorology and CSIRO to better forecast and plan for physical climate-related risks;
- ongoing network augmentation and ageing asset replacement works, including the investigation and deployment of protection technology to reduce the likelihood of network faults starting bushfires;
- delivery of our Worst Served Customers and the Central Business District (CBD) Reliability improvement Programs, to improve reliability of supply to our worst served customers and regions as well as address sections of the network that are consistently not meeting Electricity Distribution Code targets;
- installation of animal guards to reduce the impact of the escalating Grey Headed Flying Fox population, installation of lightning resilient insulators to reduce the impact of additional lightning strikes over our network, and covering overhead conductors to reduce the impact of the increasing tree canopy;
- ongoing work to ensure our customers (particularly the vulnerable and Life Support customers) and communities are engaged with to build understanding of and resilience to the impacts of climate change on energy supply; and
- investment and deployment of non-network solutions where efficient, for example, Standalone Power Supplies in select locations. This program aims to improve the network's resilience to extreme weather events by investing in measures that reduce the duration of interruptions to customer supply.

Building climate change resilience

Climate change peril	Risks
• Bushfire • Storms (extreme winds and lightning) • Heatwave • Floods	• Network resilience • Bushfire resilience • Community resilience • Worker and customer safety and wellbeing

SUPPLY INTERRUPTION

Impact on customers and communities	Action
• Community safety • Care of the vulnerable • Essential services • Economic loss	• Network reliability and resilience programs • Bushfire risk management program • Emergency response • Community resilience initiatives • Worker and customer safety and wellbeing programs



Collaboration and communication + Innovation + Risk management + Governance

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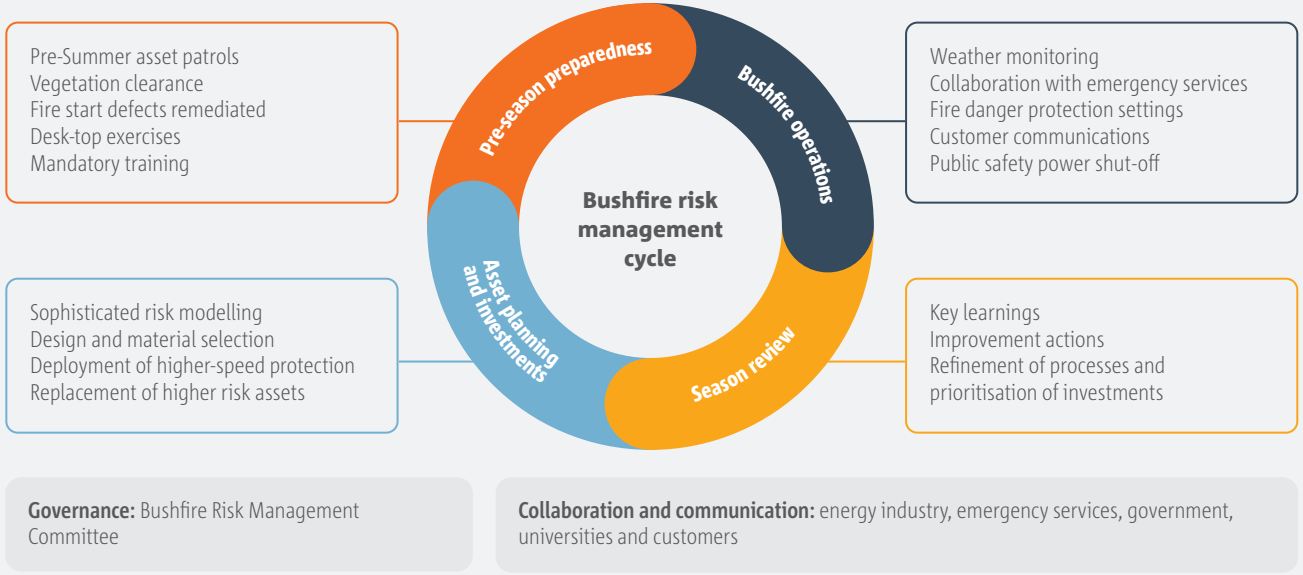
Managing the increasing risk of bushfires

Like many places in Australia and globally, South Australia is experiencing longer and more severe elevated fire risk conditions during the year – well before the official start, and long after the official end of the bushfire season.

Bushfires pose a very real threat to lives and property and the environment in South Australia. They also interfere with everyday infrastructure such as our water and power supply. Electrical infrastructure can also start fires if damaged or if trees or animals impact our network. This has implications for the way we design our network and monitor assets. Fire starts from either vegetation or asset failure is a significant corporate risk, and vegetation management is our largest operating expenditure.

Consequently, we implement rigorous and proactive vegetation and asset management plans in preparation for extreme weather conditions and major events. Trimming trees and branches near powerlines reduces the risk of bushfire, and also helps us to provide a safe and reliable electricity supply for our customers and communities. The last few years of La Nina weather conditions resulted in significant vegetation growth, and our vegetation management program was required to trim vegetation on over 71,000 spans of powerline across South Australia before the commencement of the 2024 bushfire danger season.

SA Power Networks has statutory duties under the Electricity Act 1996 to clear vegetation from powerlines. The SA Power Networks Group undertakes an extremely comprehensive range of bushfire risk preparation, mitigation, response and adaptation activities to meet these obligations.



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Long Range Drones – Technology making asset inspection and outage restoration quicker and safer in regional areas

Drones are already providing significant benefit to our operations and have the potential to revolutionise the way we perform work in the field. They offer safer, more efficient solutions for tasks such as powerline stringing, inspections, and data collection. By continuing our focus on incorporating drones into our work, we hope to improve customer experience while delivering insights in a cheaper, faster and more reliable manner.

We have a large fleet of drones currently in the field and are working on integrating more complex operations using larger and longer-range drones with high quality cameras and LiDaR[8] data capture. Smaller 'Tool of Trade' drones are kept in field vehicles and used by our field crews as they are easy to fly and capable of capturing high resolution imagery – good for fault finding difficult-to-see defects.

Coupled with the use of smaller drones, asset inspections are conducted by conventional crewed aircraft (helicopters and light planes) or ground crews. We have about 30% of our customers in remote areas, so our workers drive about 20 million kilometres annually patrolling and maintaining our vast network. Being able to deploy long range ('Beyond Visual Line of Sight', BVLS) drone patrols will drive greater efficiency in our asset management program and provide genuine safety benefits for our people and community.

In 2024 – with the approval of the Civil Aviation Safety Authority – we undertook a BVLS trial in the the State's southeast, paving the way for wide-scale use by our field crews. Replacing traditional monitoring methods with long range drone aircraft will bring reductions in operating costs and CO2 emissions, and also improve safety by removing people from arduous manual monitoring missions and risks from helicopter and light plane accidents. There are also wildlife and farm animal benefits as well, with less noise shock and environmental or biosecurity impacts.

8 Light Detection And Ranging, is the practice of using light or non-visible (eg infrared) electromagnetic radiation to detect and measure distance to objects.

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Building community resilience

In addition to building the resilience of our grid, we are working to build the resilience of our people and our communities in response to our changing climate. Many people, including those in vulnerable circumstances, are unprepared for extended unplanned power outages, particularly during extreme weather events.

We believe that we have an important role in building awareness in our communities and to help increase their energy resilience to cope and recover from extended power outages. In 2024 we became a Collaborator in the Energy Charter's #BetterTogether Community Resilience Project.

Guided by a Lived Experience Panel and Customer Outcomes Group, the initiative will deliver a co-developed power outage plan that empowers customer to effectively prepare for loss of power in extreme weather. The initiative includes a National Awareness campaign to encourage communities across Australia to complete power outage plans, and will be supported by a behavioural insights project to understand what communities are and aren't doing to prepare and why.

Stobie Pole – symbol of resilience and reliability turns 100

Stobie poles are South Australia's own version of a power pole. The Stobie pole was an engineering solution to the state's lack of tall, termite-resistant hardwood for poles to carry power lines and telephone wires. The pole was designed in 1924 by James Cyril Stobie who joined the Adelaide Electric Supply Company (later ETSA and now SA Power Networks) in 1916 at the age of 21 years. Mr Stobie, who was an electrical engineer designed a power pole made up of two steel "I beams", held together by tie bolts, and filled with concrete. There are 650,000 Stobie poles in South Australia.

While Stobie poles are initially more costly to manufacture than wooden poles (which typically have a working life of 20 years), they can remain in service for 60 or 80 years, more than justifying the time, effort and expense that goes into their production. We can also re-plate at its footing and potentially get another 30–40 years of working life from them. When we eventually replace them at the end of their working life they are fully recycled.

In addition to having a long working-life, Stobie poles are also more resilient than wooden poles to severe weather events and bushfires, resulting in higher reliability rates and quicker restoration times when catastrophic events occur.

For 100 years, the Stobie pole has underpinned the overhead network infrastructure, ensuring a stable power supply throughout the state. Excitingly, they have a significant role to play in supporting our renewable energy transition, helping us to share energy generated from renewable sources like the sun and wind.

Their enduring presence in cities, towns and across the state is not only testament to their practical utility, but also their unique contribution to South Australia's identity and heritage of innovation. To mark the 100th birthday of the Stobie pole, a range of events and media celebrated its role and unique legacy in SA.

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Enable an aligned, capable and connected workforce

Build a safe and diverse workforce, ready and willing to embrace new capabilities

Contributing to

Commitment

Inclusion and diversity

To build an inclusive workplace that better reflects the diversity of our community.

Talent and workforce planning

To build a future-ready workforce that embraces new capabilities.

Health, safety and wellbeing

No serious safety incidents or harm to ourselves or others.

2024 Progress

110
record number of new starters in our Early Career Programs

Nationally recognised Graduate Development and Intern Programs

Launched the Fatal Hazard Critical Control Program Pilot

26.3% ↑
of people in people leadership roles are held by females (excluding ELT)

$5.8m
cumulative total donated to SA charities through our Employee Foundation

~79,830
hours of training delivered by Training Services

Enable an aligned, capable and connected workforce

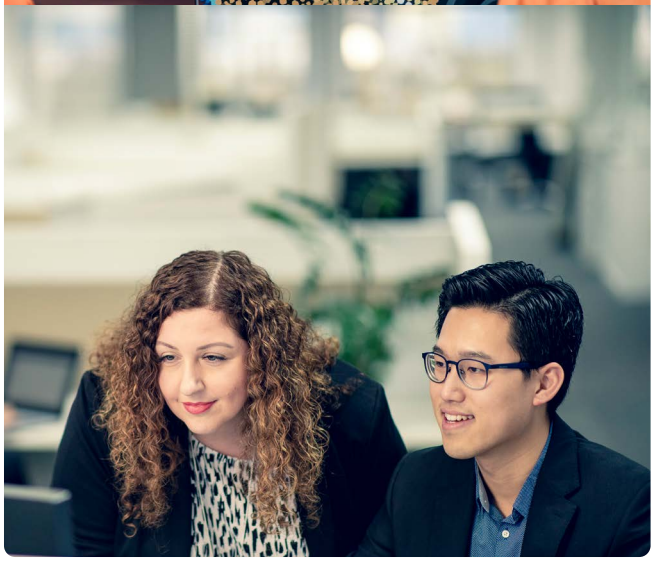
Culture and engagement

In 2024 we continued work on our operating model program, reflecting our desire for a business model capable of meeting emerging challenges and opportunities, amidst an exciting period of change for the energy industry. The intent of our operating model is to position the business for long-term success and future growth, whilst valuing what has served us well.

Building and maintaining a great workplace culture is key to achieving our vision and delivering on the expectations of our customers, community and shareholders. To achieve this, we need to embed our culture in the way we do things. We have developed and will implement a comprehensive Culture Plan that provides clarity, structure, and a systematic approach to building a high-performance culture. This framework will be instrumental in aligning our efforts and creating unity as we pursue our strategic priorities, assisting our employees to work toward common goals.

Over the year we actively engaged our workforce through a range of communications channels and the 2024 Enterprise Pulse Survey, with the findings reflecting our continued progress in enhancing the visibility and accessibility of our leaders. The insights from this survey helped inform the development of our Culture Plan, which has been approved for implementation in 2025 and beyond. This plan is designed to bring to life the integration of our new vision, focus and refreshed organisational values into the ways we work. During the year we successfully transitioned all senior leadership roles to our new Operating Model and rolled out new structures within impacted Departments. In 2025 our focus will be embedding our new ways of working.

In early 2024, we achieved a majority “yes” vote with 83% of our people accepting the new Enterprise Agreement. Since then, we have continued to focus on strengthening our working relationship with key unions, through the establishment of a Union Engagement Group. The Union Engagement Group commenced meeting bi-monthly from January 2024 and has discussed a range of topics including flexible working arrangements, a supplementary labour review, inclusion and diversity, employee retention, workload management and leave management. The meetings were consistently well attended and discussion was free flowing between the business and employee representative groups.



More information about how we are building an inclusive, diverse, engaged, high performance workforce, see our *Social Matters Management Approach Statement*. For more information about Community Safety, refer to the Connecting communities section of this report.

Employee Foundation and volunteering – a reflection of the SA Power Networks Group's culture

The SA Power Networks Group Employee Foundation celebrated its most successful year to date, with over $603,000 donated to more than 40 charities in 2024. We support a diverse range of charities that make a difference within our local communities.

Our employees also contributed over 1,415 hours of volunteering for over 17 charities, which was enabled through the Employee Foundation. Since its inception in 2006, the Employee Foundation has now donated around $5.8m to the South Australian community.

The Employee Foundation – SA Power Networks enables our employees, their families and friends, to make a positive contribution to the lives of people in our community. We achieve this through donations, fundraising, and volunteering. We support a diverse range of charities that make a difference in South Australian communities.

Answering the call for domestic violence victims and survivors

Members of our Inclusion & Diversity Committee partnered with not-for-profit charitable organisation DV Safe Phone for the 16 Days of Activism global campaign against gender-based violence. DV Safe Phone collects, repurposes and gifts mobile phones to various registered charities and frontline service providers that support domestic violence survivors.

Thanks to the generosity of our people and the business, more than 400 mobile phones (most of which were recently decommissioned handsets) were donated to domestic violence survivors. A team of volunteers spent several days checking, cleaning, and recharging batteries, and the phones were then sent to DV Safe Phone to distribute to those in need.

More information about how we are building an inclusive, diverse, engaged, high performance workforce, see our *Social Matters Management Approach Statement*. For more information about Community Safety, refer to the Connecting communities section of this report.

Inclusion and diversity

We recognise the importance of inclusion and diversity, and we are working towards a workplace where every employee feels valued and respected for their unique backgrounds, perspectives, and experiences. This fosters a more dynamic and innovative organisation, well positioned to navigate the challenges and opportunities vital for achieving the energy transition.

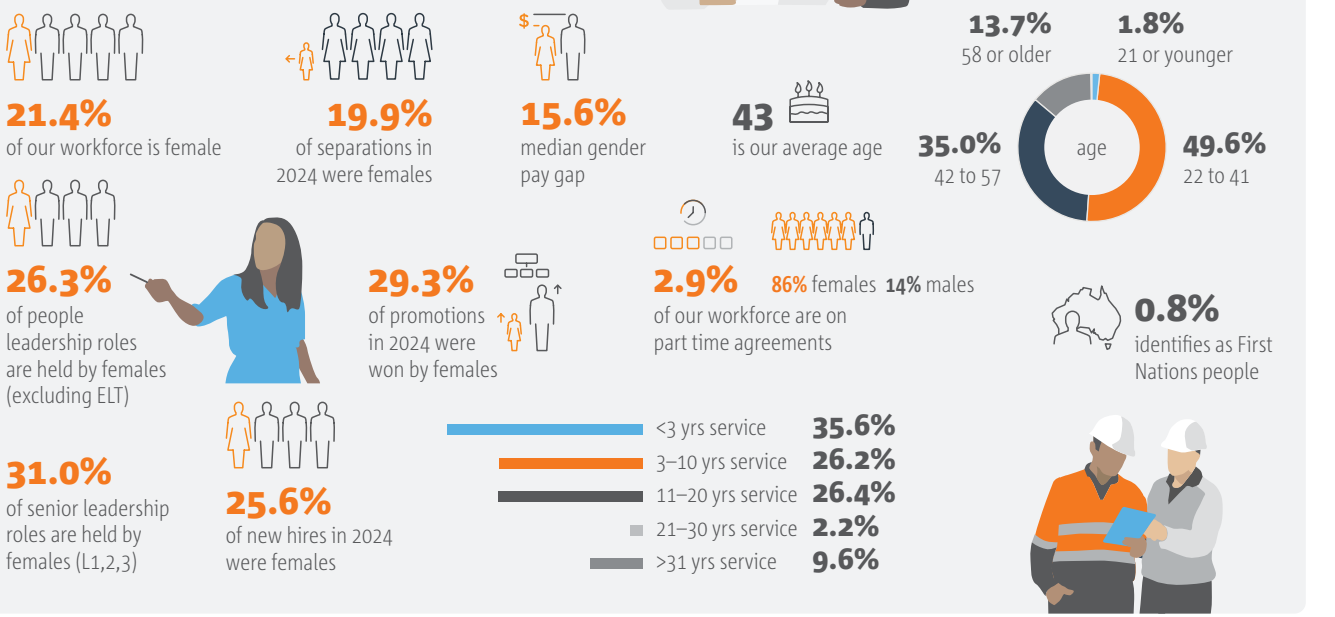
Our goal: To build an inclusive workplace that better reflects the diversity of our community.

In 2024 we continued activities under our Inclusion & Diversity Strategy and Action Plan, which focuses on the three pillars of 'Gender', 'Reflect our Community', and 'Respect', with an initial priority to improve our gender equity progress.

It is our vision to foster an inclusive workplace that reflects the diversity of our community. Key activities during the year included:

- Respect at Work Training for all employees;
- Workplace Gender Equality Agency (WGEA) gender pay gap analysis and communication of results;
- External partnerships and participation, including Women in STEM, Empowered Women in Trades, Aboriginal Career Exploration Program Industry Immersion, and the FEAST Festival;
- Improving access to facilities and providing sanitary products in bathrooms along with Fem-it Bags for our field workers;
- Reviewing and updating our Parental Leave Guidelines; and
- Launching our inaugural 'Reflect' Reconciliation Action Plan with Reconciliation Australia.

2024 Snapshot of our workforce



The energy sector is male dominated, but we are working hard to change this. In 2024, we updated our target female participation rate to 23% by the end of 2025. We are continuously implementing programs to attract female talent and destigmatise the industry, including offering flexible working arrangements and implementing an 'access to facilities' in the field trial.

Women made up 21.4% of our workforce in 2024. Overall female representation in our workforce increased by 3.9%, females in leadership increased by 17.9%, and in senior leadership roles increased by 10.7%.

Our (median) gender pay gap increased for the reporting year to 15.6% from 13.3% in 2023. Analysis determined that this increase can be primarily attributed to the River Murray flood event late 2022 and into 2023. This natural disaster necessitated extensive overtime work by our field staff. With 94% of our field workforce being male – many of whom opted in for overtime work during this period – the utilisation of overtime allowances naturally skews towards men. Consequently, the substantial increase in allowance payments during this period has contributed to the widening of the gender pay gap.

More information about how we are building an inclusive, diverse, engaged, high performance workforce, see our *Social Matters Management Approach Statement*. For more information about Community Safety, refer to the Connecting communities section of this report.

Talent and workforce

To achieve Australia's clean energy target of 82% renewable energy in the National Electricity Market (NEM) by 2030[9], very rapid workforce growth is needed, with a report released by the Clean Energy Council in 2024 detailing the skills and workforce requirements aligned to AEMO's *2024 Integrated System Plan*.

Unsurprisingly then, like many in the energy sector, the SA Power Networks Group is proactively working to attract, maintain, and develop a workforce for now and the future, with people who are ready and willing to embrace new capabilities and technology.

Our goal: To build a future-ready workforce that embraces new capabilities.

The SA Power Networks Group aspires to be known as an employer of choice, with a motivated workforce who are strong brand ambassadors. We offer a diverse and exciting range of career opportunities, from more traditional roles to innovative roles of the future – many of which are already here. We have people working in artificial intelligence, electric vehicles, virtual reality, robotics, drones, and cyber security, helping us navigate the challenges and opportunities posed by the rapid energy transition.

Attracting and developing a skilled workforce

To ensure we have a 'pipeline' of new talent that we can attract, we actively engage with schools, universities and relevant agencies to promote a career in the energy sector and science, technology, engineering and mathematics (STEM) fields. We offer internships and scholarships for existing students and graduate positions for those who have recently completed their studies, as well as forging closer relationships with the universities themselves.

As part of our commitment to individual growth, new thinking, skills, and career opportunities, we offer a comprehensive suite of learning and development programs. This includes leadership development, the Graduate Development Program, Cadet Program, Mentoring, Apprenticeships and Traineeships.

Early career program milestone

As one of the State's largest employers, the SA Power Networks Group's Early Careers Programs offer various experiences tailored to complement and enhance individual career aspirations.

2024 marked a milestone for our Early Career Programs by welcoming a record-breaking 110 new starters.

This included apprentices, graduates, Cadet Network Project Officers (NPOs), Vacation Program students, and participants in our pilot Powerline for Electricians Accelerated Training Program. This showcases the diversity and richness of opportunities available through our Early Careers Programs.

Importantly, the SA Power Networks Graduate Development Programs achieved 33% female participation across Electrical Engineering and Information Technology streams and the Cadet NPO Program 50% female participation and regional placements respectively.

Our Apprenticeship Program includes both on and off-the-job training at a dedicated Training Centre, and since 2000, 790 apprentices have been trained or are completing training.

In 2024 we welcomed 61 new apprentices, 11 of whom were female and 27 who will be regionally based. Our Davenport Training Centre in Port Augusta will be the dedicated training facility for most of our regional apprentices, coming from the Eyre Peninsula, Mid-North, Yorke Peninsula, and the Flinders Ranges regions.

9 Although not yet enshrined in legislation this is a well-publicised target – State of total renewables | Clean Energy Regulator

More information about how we are building an inclusive, diverse, engaged, high performance workforce, see our *Social Matters Management Approach Statement*. For more information about Community Safety, refer to the Connecting communities section of this report.



Encouraging emerging STEM talent for the skilled workforce of the future

STEM skills and knowledge are vital to growing our organisational capability, both for current and future employees. Our internal STEM Education Committee guides a cohesive, business-wide approach to our STEM engagement activities. Some 2024 highlights include:

Schools Robotics Challenge draws record number of schools

Now in its fourth year, the robotics challenge gives South Australian high school students, both metropolitan and regional, the opportunity to explore robotics for solving a real-world problem faced by SA Power Networks. To do this, they receive a VEX Robotics kit, mentoring and other support.

The challenge for 2024 was to create a robot that can identify the temperature of a joint on our powerline network, notify the crew and if required, safely replace the hot joint.

With 22 teams competing from 16 schools on the day (and another three by video), the competition was fierce. There were four awards up for grabs, with the winning teams receiving a trophy and $2500 VEX voucher, and the overall winner also receiving a visit from SA Power Networks and Spot the robot dog.

Participants worked together as teams to find a robotic application for a real-world task which has the potential to improve safety – a wonderful intersection of what students are learning about at school and what industry needs technology and people to do.

Empowering Aboriginal STEM careers

One of the core aims of our first Reconciliation Action Plan is to increase the representation of First Nations workers across our business. During 2024 we proudly partnered with the Aboriginal Career Exploration Program to inspire students across South Australia as they explore pathways into trades. The program aims to provide Aboriginal students with the skills and knowledge to make informed decisions as they take the first steps into their career and training pathways from Year 10 to Year 11 and beyond.

As part of the program's Industry Immersion Week, we welcomed around 60 students to our Training Centre. They gained insight into our operations through a guided tour and participated in four hands-on activities, giving them a taste of what a career in our industry could look like.

Engaging with university students boosting graduate careers

We regularly host information booths at University Open Days and Career Expos and partner with universities to inspire students to consider a career with SA Power Networks or Enerven. By speaking with students about the complexities of managing energy projects and using innovation to drive sustainable solutions forward we are preparing future leaders for the challenges and opportunities ahead.

SA Power Networks joined the University of Adelaide's Women in STEM Careers Program as an industry partner in 2024, as another avenue for encouraging new and diverse talent to consider the energy sectors as an exciting career choice.

Internships are pivotal in shaping the careers of young professionals, and in 2024 we welcomed 18 Graduates as part of our Graduate Development Program. They bridge the gap between academic learning and real-world experience, enabling students to apply their knowledge, develop practical skills, and explore potential career paths.

Our dynamic 12-week internship program offers roles in engineering and data analytics, catering to current business needs. Many of our interns not only gain invaluable experience but also join our community, with a significant number choosing to continue their careers with us.

SA Power Networks climbed to #14 in the 2024 Australian Association of Graduate Employers (AAGE) Top Intern Programs list, up from 28th last year, and into the top 10 nationally (8th) for our Graduate Development Programs. This significant advancement reflects our ongoing commitment to continually enhance the program and its outcomes for the next generation of power industry graduates.

More information about how we are building an inclusive, diverse, engaged, high performance workforce, see our *Social Matters Management Approach Statement*. For more information about Community Safety, refer to the Connecting communities section of this report.

Health, safety and wellbeing

Safety is a fundamental priority and while our safety record is one we are proud of, we recognise that we cannot be complacent. To continue our progress towards creating an environment in which our people and contractors work safe, and go home safe, every day, we are increasing our focus on managing risks and transforming our safety leadership.

We are committed to providing a safe and reliable electricity supply for South Australians and an important part of this is ensuring the wellbeing of the community. Electricity can be dangerous and direct contact or even indirect interaction can result in serious injury or death. Our customers can at times be exposed to the risk of electric shocks either caused by issues with our network or the customers' own electrical installation.

We have a comprehensive Safety Management System which is accredited to ISO 45001, a Contractor Management System (Site Pass) which enables us to mandate and monitor appropriate safety compliance standards, and our safety incident management system (Enablon) is an integrated Risk, Environment, Health and Safety Management system that has enabled improved event reporting, investigation and management. Information we gather from our systems is shaping our safety strategy, approach to specific risks and emergency management.

Our goal: No serious safety incidents or harm to ourselves or others

The goal of our Safety Strategy 2021–25 is "No serious safety incidents or harm to ourselves or others". To achieve this we continuously: Consider health and wellbeing in undertaking work; Pursue operational excellence; Strive to eliminate fatal risks; Hold ourselves and each other accountable; and Consider community safety in decision making.

In 2024 we elevated and focused attention on core safety issues through a number of campaigns and a regime of Quarterly Safety Performance Reviews. These reviews bring together the Executive Leadership Team (ELT), an external advisor, safety team members, senior leaders and employees from across the business. Their shared objective is to uncover and embed learnings to improve safety performance. This is achieved through the investigation of the performance of health, safety, and wellbeing against the annual benchmarks, discuss outcomes and organisational insights from major incidents and strategic initiatives, and engage in discussions on focus areas like switching operations, contractor management and community safety.

The rise in Total Recordable Injury Frequency Rate (TRIFR) to 10.4 (from a target of 8 or less) in 2024 was due to increased restricted work cases, despite stable Lost Time Injuries (LTIs) and Medical Treatment Injuries (MTIs). Enhanced injury prevention education may have boosted reporting. Our safety culture encourages reporting to avoid severe incidents. Most injuries are from manual tasks requiring physiotherapy. In response, we developed prevention measures like a 'industrial athlete' video in 2024. For 2025, we'll focus on prevention, early intervention, injury management, and improving return-to-work practices, prioritising employee fitness and wellbeing.

We recognise that safety cannot be addressed in isolation from other human factors such as health and wellbeing. Recognising that our greatest asset is our dedicated workforce, we have prioritised the creation of a safe and supportive work environment that not only focuses on physical safety but also on mental health and wellbeing.

Our Health and Wellbeing Framework is multi-faceted, and includes Mental Health First Aid, mental fitness initiatives and movement. The dedicated portal provides training, resources and information on a range of support services available to employees such as physiotherapy, vaccinations, audiometric testing, mental fitness resources, traumatic event response, and the Employee Assistance Program. In 2024 we commenced the development of a comprehensive education and training program. This program will provide our staff with resources to help them understand and identify psychosocial hazards, as well as strategies to manage these risks. We will also prepare a series of workshops and seminars, to be delivered by experts in the field, to further enhance understanding of these important issues.

As required by law, our focus on and approach to safety goes beyond our employees, encompassing our contractors and customers, with a key emphasis on safety related to bushfires, electric shocks and asset management practices that contribute to public safety. All of our contractors and other workers are required to meet stringent work, health and safety requirements and be trained or inducted prior to working on and around our infrastructure.

To support the safety of our customers and communities, we:

- Proactively address bushfire, electric shock, wires down and life support risks;
- Maintain our assets to minimise risk of asset failure especially in the face of intense and prolonged summer heatwaves brought on by climate change;
- Provide safety information that is relevant, timely and easily accessible via safety campaigns, social media, website updates and two-way communication with customers;
- Maintain a timely response to community concerns raised through SA Power Networks' 24/7 faults and emergencies line; and
- Work with our Vulnerable Customer Advisory Group and others to improve services for life support customers.

More information about how we are building an inclusive, diverse, engaged, high performance workforce, see our *Social Matters Management Approach Statement*. For more information about Community Safety, refer to the Connecting communities section of this report.

Focus on fatal hazards

SA Power Networks and Enerven remained focused on eliminating serious incidents and near misses. The focus has been supported through close monitoring of Fatal Risk Events, which are those with credible potential to cause death(s) where preventative measures are absent or potentially deficient.

To support the elimination of fatal risk events, a Fatal Hazard Critical Control (FHCC) Program has been developed, underpinned by contemporary, research-based principles and methodology. Full realisation of the program will see the creation of a cross-departmental focus on the Critical Controls which must be in place and effective to seek to prevent serious harm.

To date, the development of the FHCC Program and new ways of working has been a collaborative effort, involving a multidisciplinary approach across operations, safety and risk. Efforts throughout 2024 were focused on finalising the Operational Critical Controls as well as the tools and processes required to support a trial which commenced in October at two of our Powerline Depots. This has required leaders and team members to test the new ways of working through Toolbox discussions, job and tailgate briefings, and Leader Observations.

Feedback on the change from leaders and team members has been positive, with adjustments to tools and processes being made in an agile way to ensure the "by operations, for operations" ethos is maintained throughout the trial and beyond.

The success of the trial at both Powerline Depots will be assessed in early 2025 to determine readiness for broader implementation.

Fatal Hazard #2: Driving and remote travel

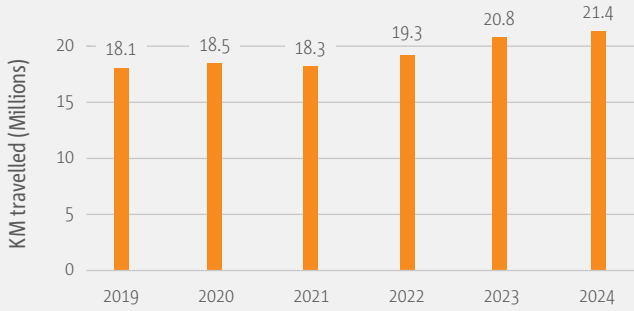
In 2024, we undertook a significant driver safety campaign, marked by a company-wide Stop Work event in June. This initiative, led by our CEO and ELT, was a response to concerns about recent driving incidents and aimed to foster discussions around safe driving behaviours and actions. The campaign focused on the Fatal Five, the leading causes of injury and death on Australian roads: speed, fatigue, drugs and alcohol, distractions, and failure to wear a seatbelt. Teams across the organisation were encouraged to discuss and implement precautions to take before and during driving. The response to the campaign was overwhelmingly positive, with teams providing valuable insights and practical suggestions on addressing the Fatal Five.

Our fleet of vehicles are equipped with an in-Vehicle Monitoring System (IVMS), which provides data on speeding, harsh braking, and other insights. In 2024, we announced changes to the IVMS to include additional speed limits for 60km & 80km zones, with in-vehicle alarms and reports on driver behaviour.

In response to a significant driving incident, we created a safety video that provides a firsthand account from the driver involved and his colleagues. The video discussed the incident, the role of fatigue, and how it resulted in a microsleep event. The aim was to raise awareness and discussion about the impacts of fatigue on driving.

Another significant initiative was the development and rollout of a new Crew Management Tool (CMT). This in-house application was designed to monitor the real-time fatigue hours of our field crews during unplanned work, simplifying the task of tracking fatigue hours across multiple crews for Dispatch. The Safety Team and leaders from metro and regional depots collaborated to use the CMT to provide insights into their teams' fatigue, assist with rostering decisions, and capture data to improve our fatigue management framework. Future phases plan to integrate the CMT with the new Field Mobility app, allowing field workers to view their fatigue hours and perform self-assessments in real time.

Increase in kilometres travelled by SA Power Networks Group workers



More information about how we are building an inclusive, diverse, engaged, high performance workforce, see our *Social Matters Management Approach Statement*. For more information about Community Safety, refer to the Connecting communities section of this report.

New farm safety campaign highlights risk of inattention

Trucks, tractors, harvesters, and other farm equipment are dangerous when combined with powerlines. In 2024 SA Power Networks launched an advertising campaign aimed at reducing the risk to farmers from powerlines on rural properties.

Each year, an average 20 incidents are recorded on farms where powerlines are struck by vehicles. There also are countless near misses and incidents where work is done far too close to powerlines.

The new campaign – which included television, radio, press and digital advertising – was launched to coincide with the beginning of the sowing season, focused on the issue of 'inattentional blindness' a psychologically recognised behaviour where people gradually don't notice things they see every day.

Partnering with organisations that keep us safe

We are proud to partner with organisations that share our commitment to keeping our communities safe.

Bushfire risk is our most significant safety and reliability risk. We collaborate with a range of first-responder and emergency management organisations to endeavour to prepare for and manage bushfire risk in a comprehensive and efficient manner.

CFS Foundation
We are proud to be a longstanding partner with the CFS Foundation, which provides a range of support services for the wonderful volunteers of the CFS. The Foundation says CFS volunteers responded to more than 10,000 incidents during 2024, including approximately 1,400 rural fires, 2,000 road crash rescues, 156 hazardous material incidents, and 366 structure fires across South Australia. Our partnership has been dedicated to implementing Mental Health First Aid training programs for CFS volunteers throughout the State.

Metropolitan Fire Service
We support the Metropolitan Fire Service (MFS) Road Awareness Program (RAP), an impactful and hard-hitting road safety presentation delivered by firefighters for both young and experienced drivers across South Australia and interstate. This 90-minute presentation offers participants a confronting and realistic glimpse into road crash trauma, showcasing real crashes and survivors' experiences. This program is in line with our mission to educate and ensure the safety of our entire community.

More information about how we are building an inclusive, diverse, engaged, high performance workforce, see our *Social Matters Management Approach Statement*. For more information about Community Safety, refer to the Connecting communities section of this report.

Conserving the environment

Contributing to positive environmental outcomes

Contributing to

Commitment

Climate change

Achieve credible greenhouse gas emissions reduction across our operations, activities and value chain

Circular economy

Embed circular principles across core activities and value chain areas with the goal of becoming a net zero waste organisation by 2050

Nature and biodiversity

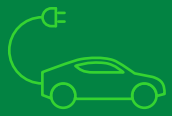
Contribute to a net-positive impact on nature and biodiversity in core areas of our South Australian operations

2024 Progress

90% ↑
of our waste is diverted from landfill (excluding waste soil)

Commenced full (Field) workwear and hard hat recycling program across State

Commenced first phase of climate scenario analysis



29% ↑
of our passenger fleet is electric

54 ↑
charging stations installed across our sites

67% ↑
of the public lights we manage are now energy saving LED (cumulative)

Conserving the environment

The SA Power Networks Group strives to minimise possible adverse effects on the environment that our activities may have, whether in the field or office and have embedded a comprehensive environmental management system to manage environmental risks and impacts.

We are committed to the monitoring and protection of the environment in which we operate, with a focus on minimising pollution to land and water, biosecurity risk, and cultural heritage impact. For example, as oil is an essential component in the electricity system (used as a coolant in transformers) the management of oil-filled assets is a high priority. We have a thorough program to inspect, monitor and repair/replace leaking assets, and to clean up when soil, water or public property is impacted.

Sometimes incidents (eg oil spills, transformer failures) occur that have the potential to cause environmental harm. The vast majority of leaks, spills or incidents that occur are minor, but if the spill or incident is determined to meet the materiality threshold described in the Environment Protection Act (1993), we will notify the Environment Protection Authority (EPA). The table below summarises the spills and notifiable incidents of the last three years:

Year	2022	2023	2024
Number of minor spills	75	97	124
Number of EPA notifiable incidents	5	7	12

We have a robust process in place to respond rapidly to and manage environmental incidents. Our 24/7 Network Operations Centre (NOC) is alerted when an incident occurs that has caused, or has the potential to cause, harm or damage to the environment. The NOC will dispatch our emergency response contractor to contain any spills where possible with a focus on protecting water catchment areas.

We also recognise the interconnectedness of climate change, accelerated loss of biodiversity, responsible consumption and resource use and prudent environmental management. There is growing pressure on natural resources and climate change is amplifying certain sensitivities of many ecosystems and environmental services.

Climate change

The year saw many countries begin introducing legislation and jurisdictional arrangements for the adoption of the International Sustainability Standards Board's Sustainability Standards. In Australia, the Australian Sustainability Reporting Standards (AASB S1 and AASB S2) and related legislation were finalised, with mandatory climate-related disclosures coming into force for large businesses from 2025.

Our goal: Achieve credible greenhouse gas (GHG) emissions reductions across our operations, activities and value chain.

Although as an entity the SA Power Networks Group is not currently captured under the legislation governing the incoming mandatory Australian ESG reporting regime, we began work to ensure compliance for likely future reporting requirements, including an internal gap analysis to identify differences between current Taskforce for Climate-related Financial Disclosure (TCFD) guidelines and *AASB S2 – Climate-related Disclosures*.

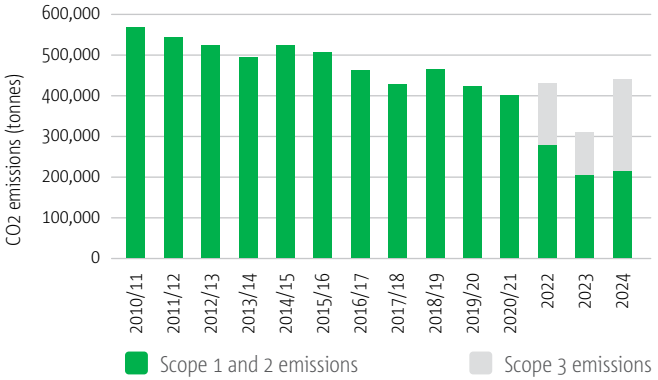
Our carbon footprint is comprised of:

- Scope 1 (direct) GHG emissions from fuel (diesel and petrol) use and Sulphur hexafluoride (SF6)
- Scope 2 (indirect) GHG emissions from purchased electricity, including that used for our operations, the public lighting we maintain, and distribution line losses
- Scope 3 (value chain) GHG emissions predominantly from purchased goods and services, capital goods, fuel/energy related activities and waste generated from operations

In 2024 we saw an increase in our Scope 1 and 2 GHG emissions, the first increase in emissions since the 2018/2019 reporting period. The rise was due to several factors, including growth in the SA Power Networks public lighting fleet and an uplift in project activity of approximately 90,000 tonnes CO2-e due to state government and private development growth across South Australia and interstate. The operation of the (back up) Kangaroo Island diesel fuelled power station, during transformer maintenance and extended emergency response and power restoration works also contributed to higher fuel consumption and therefore increased emissions.

This in turn drove an increase in our Scope 3 GHG emissions, in conjunction with an increase in (emissions associated with) purchased goods and services.

SA Power Networks Group Total Scope 1, 2 and 3 GHG emissions



More detail on how we identify, assess, manage and monitor environmental risks and opportunities, including those of climate change, nature and biodiversity, responsible consumption and the circular economy can be found in our *Environmental Matters Management Approach Statement*.

Focus on Sulphur Hexafluoride (SF6)

SA Power Networks' use of innovative approaches and technology extends to investigating ways to reduce our greenhouse gas (GHG) emissions. We have committed to achieving net zero Scope 1 (direct) and Scope 2 (indirect) GHG emissions by 2035.

A portion of our Scope 1 GHG emissions is Sulphur Hexafluoride (SF6), a synthetic gas commonly used in electricity transmission and distribution sectors as an insulator and arc suppressant. Like most electricity distribution businesses, SA Power Networks manages a large fleet of high voltage switchgear assets (including circuit breakers, gas insulated switchgear and ring main units (RMUs)).

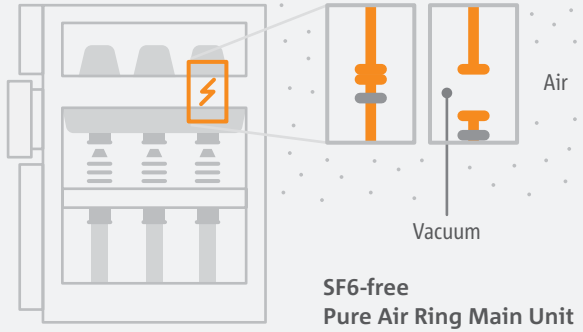
SF6 is an extremely potent and persistent greenhouse gas – 23,500 times more effective at trapping infrared radiation than an equivalent amount of CO_2, hence many jurisdictions and SF6 containing asset manufacturers have begun moving to phase out its production and use. While SF6 emissions only account for a very small (approximately 1%) portion of SA Power Networks' total emissions, it is considered hard to abate and hence, proactive consideration is required to ensure that reduction can be achieved in line with our net zero targets.

To better understand and improve the asset strategy, training, processes, and operational work practices established to procure, manage and monitor SF6 containing assets across the asset lifecycle, an internal audit of SF6 was undertaken in 2024. To oversee and provide governance over the completion of the audit actions, a working group was established.

SA Power Networks has begun implementing a life-cycle management approach to SF6-containing assets, including:

- Planned replacement of known leaking SF6 assets
- Continuous improvement of the management, mitigation, measurement and reporting of SF6 leakage from existing assets
- Engagement and collaboration with stakeholders (other transmission and distribution businesses, industry association, suppliers) to accelerate SF6 phase-out
- Investigation and improvement of the disposal of SF6-containing assets, cylinders and disused gas to improve circularity
- Proactive investigation and trialling of SF6 alternative gases/non-SF6 asset technology.

Approximately ten years ago we began using air insulated indoor circuit breakers, SF6-free outdoor circuit breakers (except for capacitor banks) and some poletop switchgear, and we have recently acquired an SF6-free RMU for trialling on our network. For this trial, SA Power Networks partnered with Schneider Electric to test the global manufacturer's new SF6-free "Pure Air Ring Main Unit", making us only the second distributor in Australia to do so. The trial of the "Pure Air RMU" is using existing infrastructure and with no modifications to current enclosures required, whilst maintaining operational safety and reliability standards.



SF6-free Pure Air Ring Main Unit

More detail on how we identify, assess, manage and monitor environmental risks and opportunities, including those of climate change, nature and biodiversity, responsible consumption and the circular economy can be found in our *Environmental Matters Management Approach Statement*.

Climate scenario analysis

During the year we completed the development of our *Climate Change Transition Roadmap (CCTR)*, which describes our approach to climate change and the key steps of our journey to help create a dynamic, decentralised and low carbon energy system; achieve our greenhouse gas (GHG) emission reduction targets; and help build resilience into our grid, people and communities. The development of a more detailed *Climate Transition Action Plan (CTAP)*, aligned to the guidance of the Transition Plan Taskforce, will commence in 2025.

A key element of a CTAP is the 'stress testing' of strategies to address climate-related risks and opportunities through the use of climate scenario analysis. Climate scenario analysis is an important tool used for exploring, assessing, and preparing for climate-related issues. It entails examining how future changes in our climate could impact our business operations, finances, markets, and supply chains in order to mitigate the impacts and build resilience. We undertook scenario modelling in 2022, seeking to inform our thinking on potential future net zero energy system scenarios that could eventuate in South Australia and the implications and opportunities they may present to SA Power Networks and Enerven.

In 2024 we commenced a phased regime of climate scenario analysis (CSA) that will assess the resilience of our climate approach, further inform our planning decisions and align our climate-related disclosures with the incoming Australian Accounting Standards Board's (AASB) and International Sustainability Standards Board's (ISSB) Sustainability Standards.

Our first stage of CSA was predominantly qualitative and focused on better understanding potential climate-related risks and opportunities under varying future climate conditions. The CSA assessed three distinct climate scenarios based on Representative Concentration Pathways (RCPs):

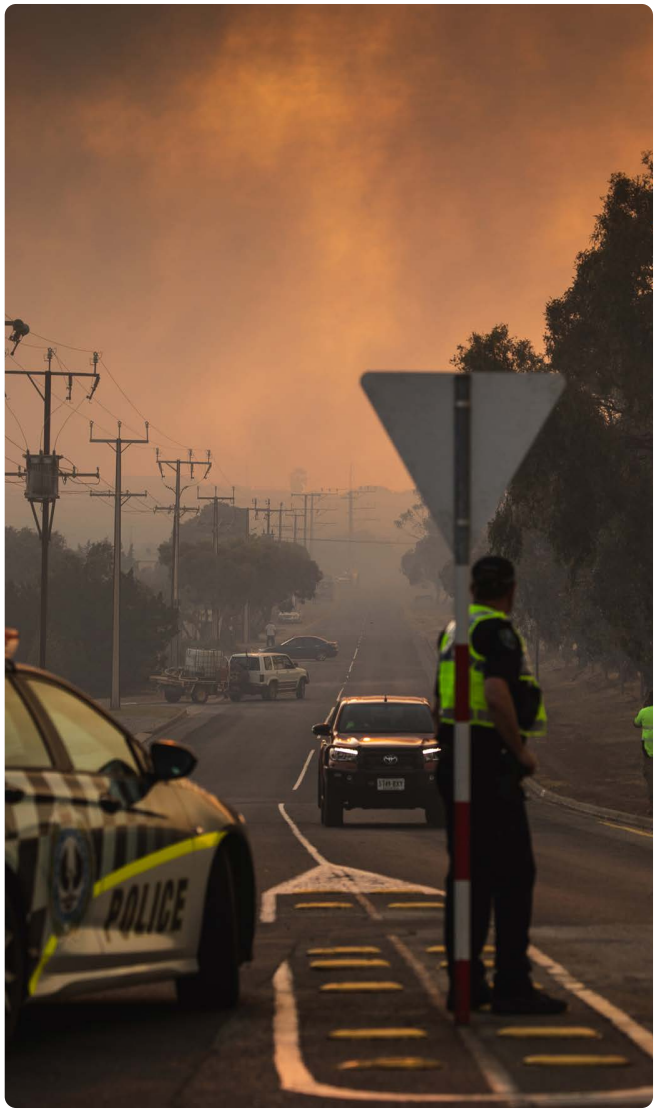
RCP 1.9: A low-emissions pathway aimed at limiting global warming to **1.5°C**.	**1.5°C**
RCP 2.6: A scenario likely to keep global temperature rise below 2°C by 2100.	**2°C**
RCP 4.5: A moderate-emissions trajectory reflecting delayed or limited mitigation efforts, more likely than not to result in global temperature rise between 2°C and 3°C, by 2100.	**2–3°C**

This CSA also aligns with the Australian Energy Market Operator's (AEMO) Integrated System Plan (ISP) scenarios:

- Green Energy Exports
- Step Change
- Progressive Change

These scenarios were analysed over three key time horizons – 2030, 2040, and 2085 – to provide insights into potential future conditions and enable long-term planning.

The analysis provided risk likelihood scores for key sites within our network under each scenario and timeframe. These scores equip the SA Power Networks Group with a foundation to prioritise actions and support network resilience as part of our broader sustainability strategy.



More detail on how we identify, assess, manage and monitor environmental risks and opportunities, including those of climate change, nature and biodiversity, responsible consumption and the circular economy can be found in our *Environmental Matters Management Approach Statement*.

Climate Change Transition Roadmap

Our changing climate and the rapid decarbonisation of the energy system is presenting significant challenges – and opportunities – for our business and our communities to prepare for and manage.

Our approach to climate change is three-fold – harnessing our key role in enabling the energy transition; playing our part by reducing our greenhouse gas emissions; and working with our customers, communities, and stakeholders to build resilience.

Our vision is *Connecting South Australians to a better energy future, today* and our goal is to do this in a way that delivers the greatest value to the community from our electricity network infrastructure. This roadmap outlines some of the key initiatives we are undertaking over coming years to meet the immediate and predicted challenges and opportunities posed by climate change and the transition to a low carbon economy. As we execute these plans over the next few years, we will continue to work with our stakeholders to refine and extend the roadmap, to map out the pathway beyond 2035.

Commitments

Support the South Australian Government's aspiration of 100% net electricity demand in the state to be met by renewables by 2027

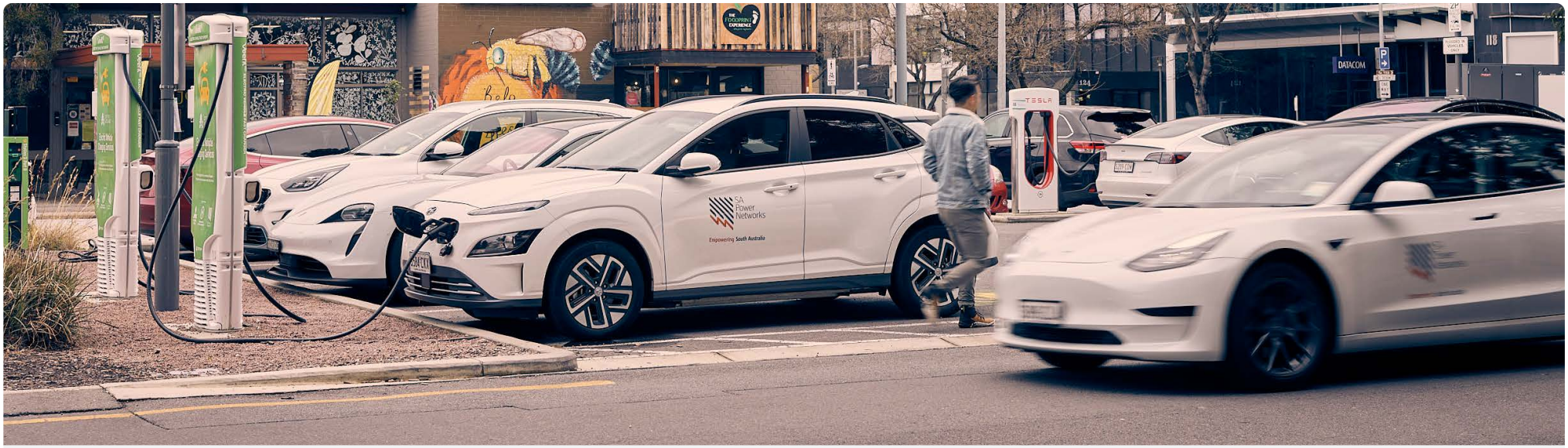
Target
Net zero Scope 1 and 2 GHG emissions by 2035[10]

Target
Net zero Scope 3 GHG emissions by 2050[10]

	2020 – 2024	2025 – 2030	2030 – 2035	2035 and beyond
Our role as a network operator We are leveraging our unique position to help South Australia transition to a distributed and decarbonised energy system	• *Distributed Energy Transition Roadmap 2020-2025* released • *Consumer Energy Resources (CER) Integration Strategy* developed • Flexible Exports for residential solar launched • Energy Masters Pilot launched • *Sustainable Financing Framework* and Green Bond released	• Continue to develop and embed Distribution System Operator (DSO) capabilities, including expanding our suite of demand flexibility offers and managing network capacity with real-time network signals[11] • Work with industry and government to streamline connection processes, with transparent and national harmonisation of approaches for CER	• Targeted climate scenario analysis to be undertaken • Continue to partner with governments and the private sector to pilot innovative approaches • Better integration of sustainability principles into Regulatory Proposal approach and financial planning	• Aim to operate a decentralised and dynamic low carbon energy system that provides benefits for all South Australians
Playing our part by achieving net zero We will achieve credible greenhouse gas emissions reduction across our operations, activities and value chain	• *Climate Change Position Statement* released • Establishment of science-based Scope 1, 2 and 3 GHG emissions reduction targets • *Decarbonisation Roadmap* prepared	• Develop our *Climate Transition Action Plan (CTAP)* • Develop our *Circular Economy Plan* • Develop our Sulphur Hexafluoride (SF6)[12] phase-out strategy • Supplier engagement on sustainability issues accelerated, with a focus on Scope 3 GHG emissions	• Explore alternative solutions and fuel types for mobile and stationary generators • Improve circularity of key business operational activities	• Aim to review our approach to decarbonisation to seek further reductions in direct and indirect emissions across our value chain
Building the resilience of our grid, our people and our communities We will continue to improve the reliability and resilience of our network, our business, and support our customers to respond and adapt to climate-related impacts	• *Strategy for Network Resilience to Extreme Weather* developed • Stand-alone Power Systems (SAPS) trials • Work with Community Advisory Forum and resilience focused Advisory Groups • *Vulnerable Customer Strategy* developed • Energy Charter membership and #BetterTogether initiatives undertaken • Community Partnerships and Community Grants Programs	• Energy Charter #BetterTogether Community Resilience Project • Utilise climate scenario analysis to develop and enhance grid reliability and resilience initiatives • Integrate climate adaptation into our asset management approach and decision-making • Community Battery trials • Embed capabilities to procure non-network solutions where efficient, eg Standalone Power Systems in select locations	• Continue to develop and implement grid reliability and resilience initiatives • Continue targeted advocacy activities with a focus on enabling community resilience	• Aim to provide a reliable network service that is resilient to the physical impacts of climate change • Aim to support our people, customers and communities to respond and adapt to climate change

10 2022 baseline 11 Distribution System Operator (DSO) is the industry term for the broader role that network businesses like SA Power Networks perform in the electricity system of the future. In contrast to the traditional static and passive model of one-way electricity delivery, DSO is an evolving and active model that is driven by digitalisation and a changing relationship between consumers and grid operators.

12 SF6 is a synthetic gas used in the electricity transmission and distribution sector as an insulator and arc suppressant. Extremely potent and persistent greenhouse gas – 23,500 times more effective at trapping infrared radiation than an equivalent amount of CO_2.



Transitioning our Fleet to electric vehicles

With almost 1,500 vehicles, the SA Power Networks Group has one of the largest privately owned fleets in South Australia, comprising a range of passenger, light commercial, heavy vehicles, and specialised Elevated Work Platform (EWP) trucks. This means we have a great opportunity, but also significant challenges in the transition to electric vehicles.

We are implementing a progressive, cost-neutral approach to phasing in EVs as it becomes economic to do so.

As the EV market grows in Australia, passenger and light commercial vehicles options also increase, but technology and regulatory step-changes are needed to provide viable electric options for heavy and specialised vehicles such as EWPs.

During 2024 we increased our proportion of EVs, with 29% of our passenger vehicles now electric, and 54 charging stations across 24 operational sites. To make it easier for our employees to access an EV for their own use, we worked with our fleet management service provider to offer competitive EV novated lease deals.

29%
of our passenger fleet is electric

54
charging stations installed across our sites

More detail on how we identify, assess, manage and monitor environmental risks and opportunities, including those of climate change, nature and biodiversity, responsible consumption and the circular economy can be found in our *Environmental Matters Management Approach Statement*.

Nature and biodiversity

Global focus on accelerating action towards achieving nature-positivity increased over the year, with the United Nations' 16th Biodiversity Conference of the Parties (COP16) and the first Australian Global Nature Positive Summit. Both forums highlighted the link between climate change and biodiversity, and the critical need for collective action to strengthen activities to protect and repair the environment. One of the key takeaways was the need for businesses to better understand and account for their impact and dependencies on nature, and their role in boosting investment in nature.

Our goal: Contribute to a net-positive impact on nature and biodiversity in core areas of our South Australian operations.

We acknowledge that like most businesses, we have dependencies and impacts on nature, and risks if action is not taken to halt the loss, degradation and pollution of biodiversity, natural resources and environmental systems. We also know that we have a role to play in preserving and enhancing the plants, animals and ecosystems we work around and within and beyond, in our value chain.

Many businesses have begun following the guidance of the Taskforce on Nature-related Financial Disclosures (TNFD). Adherence to, and reporting against TNFD will enable businesses to integrate nature into decision making, and ultimately support a shift in global financial flows away from nature-negative outcomes and toward nature-positive outcomes.

The SA Power Networks Group has commenced work to understand the requirements of TNFD and prepare a roadmap to work towards adherence to the principles and disclosure requirements. We engaged an external consultancy to provide a high-level assessment of our current status, including:

- Categorising the SA Power Networks Group's business footprint, covering all upstream, operational and downstream impacts and dependencies on nature, with a focus on direct operations;
- Assessing the materiality of our impacts and dependencies on nature using the ENCORE[13] tool; and
- Identifying our risks and opportunities using the TNFD risk categories.

From this assessment, six broad focus areas for action were suggested, with current and potential activities summarised and organised into workstreams. Foundational steps to develop an *Action Plan for Nature and Biodiversity* that integrates progress on TNFD were identified for the next 12-month period and beyond. It is anticipated that in 2025 further analysis and socialisation of the work undertaken will commence, and a plan (including resourcing requirements) to begin actioning the steps outlined in the proposed TNFD Roadmap developed.

13 Exploring Natural Capital Opportunities, Risks and Exposure (ENCORE) is a web-based tool that supports users to identify potential corporate impacts on nature that may be caused by different sectors of the economy. More detail on how we identify, assess, manage and monitor environmental risks and opportunities, including those of climate change, nature and biodiversity, responsible consumption and the circular economy can be found in our *Environmental Matters Management Approach Statement*.

Utilising our infrastructure and skills to protect and conserve native animals and habitat

Interest in the preservation of biodiversity extends beyond the people in our Environment Branch, with our planning, project, stakeholder engagement, reliability operations, engineering and field staff also contributing.

SA Power Networks collaborates with the Department of Environment and Water, National Parks and Wildlife, and wildlife groups to mitigate the risk of harm to native fauna when they interact with our infrastructure. This is important to protect wildlife but also assists in compliance with our legal obligations regarding reliability of supply and reducing the risk of bushfires.

One initiative we have been implementing is the installation of bird nest hoops and nest platforms on our infrastructure. Many birds – particularly birds of prey – build their nests in a high location like tall trees or cliff faces to avoid predators. With increasing urbanisation and agriculture, the number of trees has diminished, so many bird species (native and non-native) will build nests on the cross-arms of our Stobie (power) poles or on top of transformers.

This is dangerous from a potential fire-start perspective but also puts the birds in close proximity of live equipment. These nests are removed during the lead up to the bushfire season – with crews delaying removal if eggs or young are in the nest. Perhaps due to the more conducive conditions as a result of La Nina, the 2023 and 2024 bushfire preparation seasons saw a significant increase in bird nesting activity. A standard part of the removal procedure is the installation of a birdnest hoop in a suitable location on the Stobie pole, to provide a safer alternative nesting spot.

Another area of positive impact is the collaborative installation of a large nesting platform on the top of our Stobie poles. In a recent example, our Customer Solutions staff and field crews worked with the traditional owners in Bool Lagoon in the South East of South Australia and BirdLife Australia to install a pole-top platform for local Sea Eagles. BirdLife Australia are planning to install a live video feed so people can log on and see the eagles nesting.

More detail on how we identify, assess, manage and monitor environmental risks and opportunities, including those of climate change, nature and biodiversity, responsible consumption and the circular economy can be found in our *Environmental Matters Management Approach Statement*.

Circular economy

A circular economy is an alternative to a traditional linear economy (make – use – dispose) in which we keep resources in use for as long as possible, extract the maximum value from them whilst in use, then recover and regenerate products and materials at the end of each service life. Closely linked with climate change and the preservation of nature, a circular economy recognises the scarcity and value of natural resources and focuses on three principles:

- designing out and eliminating waste and pollution
- keeping products and materials in use
- conserving natural resources and regenerating natural systems

Our goal: Embed circular principles across core activities and value chain areas with the goal of becoming a net zero waste organisation by 2050.

Over the last decade, the SA Power Networks Group has focused on improving our recycling, resource recovery, and keeping certain equipment and materials in use.

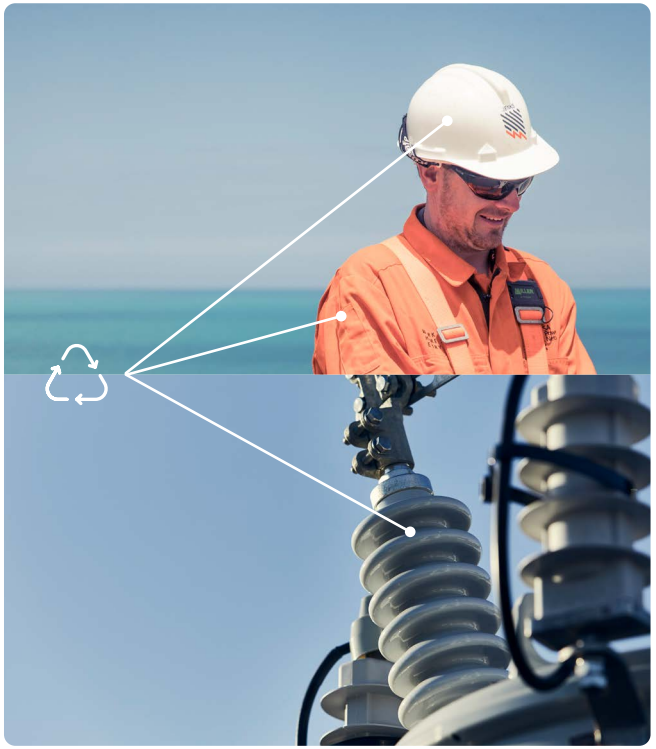
In 2024 we achieved another milestone, with our landfill diversion rate now around 90%. Beyond reducing the amount of waste we send to landfill, we are putting in place measures to procure more environmentally beneficial goods, improve our planning and design decisions to minimise waste generation at the source, and responsibly manage our assets through the whole life-cycle, including repair and reuse. Other highlights in 2024 include:

- Full workwear/uniform and hard hat recycling commenced statewide via a sustainable uniform destruction service provider. Branded materials and uniforms are responsibly deconstructed, then shredded into fibres which are spun to create yarn and woven to create new products/apparel. Disused hard hats are recycled into granules and supplied to manufacturers for moulding into plastic products;

- Electrical insulators and boric acid fuses are problematic wastes, both in Australia and globally, where most end up in landfill. Some of the metals and other raw materials contained in these products are becoming less available globally, so a solution has been developed to ensure all types of insulators (porcelain, ceramic, glass) and boric acid fuses are recycled and no longer disposed of to landfill. The metal is extracted and the remaining components recycled or used for road base; and

- Enhanced engagement with our suppliers to identify impacts and opportunities in relation to their products and services to work towards lower GHG emissions and better environmental outcomes.

We have begun identifying and exploring actions to further improve our circularity, and in late 2024 engaged consultancy support to undertake a gap analysis to better understand the aspects of our business operations, activities and footprint that require addressing over coming years.



More detail on how we identify, assess, manage and monitor environmental risks and opportunities, including those of climate change, nature and biodiversity, responsible consumption and the circular economy can be found in our *Environmental Matters Management Approach Statement*.

Supporting community revegetation and climate resilience

The South East City Residents Association (SECRA) volunteer group, Green Pakapakanthi, a recipient of our Community Grants Program, recently established two miniature forests in Victoria Park/Pakapakanthi to boost the area's biodiversity and climate resilience.

One forest was cultivated using the Miyawaki method, a technique that involves intensive soil preparation and high-density planting. The other forest, serving as a control plot for comparison, was planted using traditional horticultural methods.

Miyawaki forests are known for establishing quickly, require no maintenance after the first two to three years, and can be created on sites as small as 3 square meters, making them a viable solution for cities looking to rapidly build climate resilience.

SECRA members had become increasingly worried in recent years about the lack of trees and understorey vegetation on Victoria Park, which is needed for shade and habitat for wildlife, particularly smaller birds.

Using only native species that would naturally occur in the area, the plantings are adjacent to a pre-existing miniature forest, so collectively they will form a corridor and a significant concentration of endemic plants, creating a protected environment where small birds can feed, nest, and thrive.

More detail on how we identify, assess, manage and monitor environmental risks and opportunities, including those of climate change, nature and biodiversity, responsible consumption and the circular economy can be found in our *Environmental Matters Management Approach Statement*.

Connecting communities

Enhancing the wellbeing of our community

Contributing to

Commitment

Supporting customers and communities through the energy transition

Contribute to a fair and just energy transition through education, awareness and accessibility.

Genuine engagement, respect and reconciliation

Enhance the breadth and quality of our stakeholder engagement to better reflect the diversity of our communities and the complexity of energy sector issues.

Social value

Invest in programs that enhance positive social outcomes.

2024 Progress

Customer satisfaction target met

$1.67m
invested in community partnerships and grants

eec

1st
electricity distribution business to join the Energy Efficiency Council

Launched first 'Reflect' Reconciliation Action Plan

$603K
raised by employees and donated via the Employee Foundation (in 2024)

Released first Energy Charter Disclosure Report

Connecting communities

Supporting customers and communities through the energy transition

Almost all South Australian households, and most of the State's businesses, rely on SA Power Networks to meet their electricity needs. We play a major role in the social, environmental, and economic well-being of the state, and we take that responsibility seriously.

As the primary electricity distributor in South Australia, we have a social obligation to deliver value. Within the growing complexity of a rapidly changing energy landscape, a strong message from our customers throughout our regular consultation is that they want to understand, in plain and simple terms, how they can derive benefit from the energy transition, by taking simple yet meaningful actions around energy use and investments.

Affordable and equitable energy supply

Our goal: Contribute to a fair and just energy transition through education, awareness and accessibility.

We're committed to connecting South Australians to a better energy future, today. We have a pivotal role in facilitating the state's progress toward a sustainable energy future for all South Australians by providing reliable and safe energy for homes and businesses and facilitating future based on renewable energy.

Playing our part – energy affordability, access and an equitable transition

We understand that energy affordability can contribute to the financial difficulties that some of our customers face. We recognise that providing equitable access to energy requires an industry-wide approach. We engage with stakeholders across the energy value chain, collaborating with our peers, government, non-government organisations, customers, and the private sector to advocate for energy equity.

As a full signatory of the Energy Charter, we are working with others in the energy value chain for positive change in the energy sector to improve outcomes for customers. In early 2024 we lodged our first Energy Charter Disclosure Report, which detailed our current maturity against the Energy Charter principles, our achievements in 2023 and our targets to progress maturity. Supported by our Community Advisory Forum and Vulnerable Customer Advisory Group, we set some ambitious goals for our Energy Charter journey that, if achieved, will deliver better outcomes for customers and communities.

Over the year we progressed the development and implementation of a range of #BetterTogether initiatives such as 'Knock to Stay Connected', Life Support Customers initiative, and an energy literacy program. We committed to creating greater energy resilience among communities through our participation in the Community Energy Resilience initiative, and explored a customer-centred approach to tariff design to help facilitate the energy transition in the Customer-Led Tariff initiative.

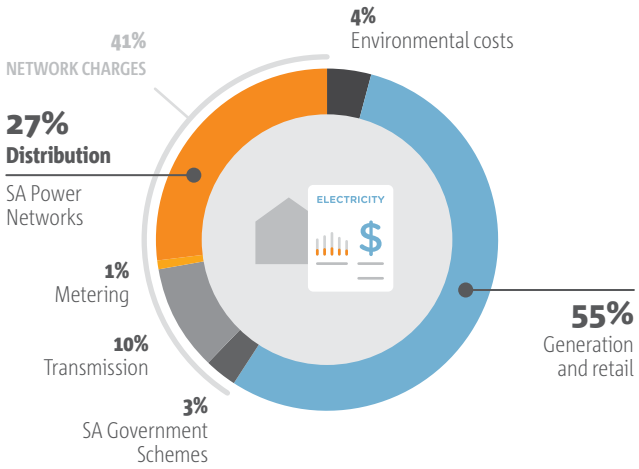
We also worked with industry and government to develop and pilot innovative approaches, for example tariff changes involved with our Flexible Exports offering, and our Energy Masters Pilot. We have proactively fostered a positive working relationship with our State Government and we are fortunate to be working hand in hand on the transition.

More information on how we are investing in programs that enhance positive social outcomes, how we approach customer and stakeholder engagement and reconciliation, what we are doing to provide affordable and accessible energy services, and how we contribute to a fair and just energy transition can be found in our *Social Matters Management Approach Statement*.

Our contribution to the cost of electricity

Our distribution charges make up around 27% of the average residential electricity bill in 2024/25. This equates to around $11 per week for the average residential customer. This distribution component has reduced in real terms from $738 per year to $570 per year for the average residential electricity bill over the period since we were privatised in 1999.

Breakdown of typical residential electricity bill in SA (2024/25)



Our Regulatory Proposal in January 2024 (Proposal) was supported by extensive engagement with the South Australian community and our key stakeholders. The AER's Draft Decision indicated our Proposal largely reflects an appropriate balance of service and price.

To address a range of challenges emerging in the next period, our proposal seeks to:

- increase investment in our network asset replacement program to maintain safety and reliability levels;
- make reliability and resilience improvements to improve outcomes for worst-served customers;
- meet projected demand increases as customers incorporate more electricity usage in their households and businesses;
- have a connection policy which encourages flexible connections in support of a two-way network; and
- introduce export tariffs to recover the increased investment in enabling solar from those customers who benefit.

In the upcoming 2025–30 regulatory control period we acknowledge the current cost of living pressures on the community, with affordability being a key customer and stakeholder concern. In an attempt to provide some bill relief in the first three years of the new regulatory period we are proposing a revenue smoothing profile which minimises distribution bill increases in the first three years of the 2025–30 period. There will be a step up in distribution bills in year four. However, the impact of this step increase on customer bills will be offset by the conclusion of the SA Government PV Feed in Tariff scheme (44c/kWh) in June 2028, lowering residential bills on average by $58.

Our Revised Proposal would see the distribution component of electricity bills reduce by 7% in real terms by 2029/30.

More information on how we are investing in programs that enhance positive social outcomes, how we approach customer and stakeholder engagement and reconciliation, what we are doing to provide affordable and accessible energy services, and how we contribute to a fair and just energy transition can be found in our *Social Matters Management Approach Statement*.

#BetterTogether Energy Literacy Program

The energy system is complex, and many of our customers don't always understand their own energy use, how to be more energy efficient and how to avoid unnecessary costs.

Together with project partner South Australian Financial Counsellors Association (SAFCA), SA Power Networks is progressing with the co-development of the Energy Literacy Train the Trainer program aimed at those experiencing financial vulnerability.

The first co-develop workshop to design the training program was held mid-2024 with SAFCA and financial wellbeing workers attending. Further input was provided from Lived Experience customers and representatives from government. A draft training plan was presented back to the group later in the year for further feedback and finalisation, which will form the foundation for training material development.

The project aims to have a pilot program developed in early 2025 before implementing the full program later in the year.

#BetterTogether Life Support Customer initiative

Co-led by The Energy Charter[14] Signatories: SA Power Networks and Essential Energy and supported by collaborators Australian Gas Infrastructure Group (AGIG), ActewAGL, Aurora Energy, AusNet, Endeavour Energy (NSW), Energy Queensland and TasNetworks, this initiative will result in better protections for those customers with critical continuous energy supply needs.

The Australian Energy Foundation Report 'Better outcomes for energy consumers using life support equipment at home', funded by Energy Consumers Australia in 2022, outlined key findings from over 4,000 Life Support Customers surveyed. The research found that:

59% use their Life Support Equipment to **sustain their life**

54% **do not have a plan for backup power**

68% mistakenly expected **priority power restoration within 2 hours**

7% have access to **backup power**

We have engaged with customer and patient representatives – including establishing a Lived Experience Panel, a Customer Outcomes Group, and a Life Support Medical Advisory group with medical professionals and the energy sector, to consider how to better protect Life Support Customers.

Together, we're focused on identifying Life Support Customers with critical power needs, co-developing a medical registration process, co-developing a National Outage Back-up Plan and launching a National Information and Awareness Campaign to help protect, inform and prepare our customers.

Our commitment to better supporting Life Support Customers was underscored with the submission of an Australian Energy Market Commission (AEMC) draft rule change, led by SA Power Networks, in partnership with Essential Energy and The Energy Charter.

14 The Energy Charter engages energy companies, regulators, customers, and stakeholders to work together for positive change in the energy sector to improve outcomes for customers across five foundational principles: putting customers at the centre of the business; improving energy affordability; supporting a reliable and resilient energy system, and working towards a lower-emissions future; improving the customer experience; and supporting customers facing vulnerable circumstances.

More information on how we are investing in programs that enhance positive social outcomes, how we approach customer and stakeholder engagement and reconciliation, what we are doing to provide affordable and accessible energy services, and how we contribute to a fair and just energy transition can be found in our *Social Matters Management Approach Statement*.

Work to help customers experiencing vulnerability wins award

The Energy Charter's "Knock to Stay Connected" initiative aims to reduce the incidence of customer disconnections through retailer-network collaboration and a Customer Code. Trained crews conduct in-person visits to offer support information before disconnection. Trials avoided up to 60% of disconnections in South Australia. SA Power Networks also collaborated with the Energy Charter, the SA Financial Counsellors Association and the SA Council of Social Services to re-design the 'leave behind' information for customers, with a focus on simplified, easy language and improved accessibility.

The co-design process with consumer advocates and the self-regulated, voluntary Code are innovative. Shared value is created by helping to maintain essential energy access for customers, engaging hard-to-reach customers for retailers, and improving safety for network staff.

In addition to excellent feedback from participants and the Australian Energy Regulator, we were thrilled to be part of the team that won the Shared Value Project International Innovation Award for the Knock to Stay Connected Customer Code.

Advocating for positive change

We know we are one part of a broader energy ecosystem, and whilst we are working hard to play our part to provide affordable, safe and green electricity, we must use our leadership position to influence broader change. We utilise comprehensive stakeholder engagement, strong partnerships, and clear, evidence-based advocacy to campaign for changes to the energy system that we consider will benefit customers.

For example, our strong support of minimum energy efficiency standards for rental homes was demonstrated last year when we were the first electricity distributor to sign on to the Healthy Homes for Renters initiative, a national collaboration of about 100 organisations calling for minimum energy efficiency standards for rental homes. Over summer in South Australia, renters can spend around 6 hours a day with indoor temperatures above 25°C, including overnight, where median temperatures were hotter than during the day.

In 2024 SA Power Networks became the first energy network in Australia to join the Energy Efficiency Council – the nation's peak body for energy management. This membership demonstrates our growing focus on leveraging the opportunity of 'customer flexibility', to deliver benefit to our customers, the network and the broader energy market.

Throughout our extensive customer engagement, our customers have told us that there is an important gap to address, which can adversely impact the cost of living – occasionally, network equipment failure leads to a power surge, and insurance does not cover it, nor could we have been expected to prevent it. In 2024, we advocated to the South Australian Government to implement a Small Compensation Claims Regime. We worked with the Government to design a proposal to allow energy consumers using less than 160MWh of electricity per year to claim compensation from SA Power Networks when a failure of our electricity infrastructure leads to voltage variation causing property damage. It is an example of our collaboration with the South Australian Government, to address broader cost of living and energy affordability issues.

More information on how we are investing in programs that enhance positive social outcomes, how we approach customer and stakeholder engagement and reconciliation, what we are doing to provide affordable and accessible energy services, and how we contribute to a fair and just energy transition can be found in our *Social Matters Management Approach Statement*.

Improving customer experience

Customer expectations are increasingly shaped by their experiences with other industries, where efficient, seamless, and timely service has become the standard. At the same time, the energy transition is fundamentally changing how customers use and manage energy, with many looking to decarbonise and electrify their lives.

Enhancing the customer experience while improving efficiency, reducing costs, and shortening time-to-serve is vital for meeting these evolving expectations. By focusing on both the customer and employee experiences across our service delivery, we can better direct our efforts toward empowering customers to navigate their energy needs while driving better outcomes for the business and supporting the shift to a cleaner energy future.

Customer experience choice and empowerment

Looking ahead at our customer service capabilities and supporting technologies

Our customer technologies are essential for managing customer records, handling high volumes of phone calls, and facilitating online and digital engagement with our customers. However, as these technologies near the end of their life over the next five years, we face challenges in sustaining service levels, potential cost increases, and heightened business risks. The energy sector's increasing complexity and surge in customer interactions will add further strain on our ability to efficiently service customers.

We see a significant opportunity through a focus on efficient business capabilities, processes and data practices supported by investment in modern fit for purpose technology. We will commence a multi-year program of work in 2025 to improve our employee and customer service experiences and position us to meet customer expectations for accurate, timely, flexible and convenient services in the long term.

Building customer insights capability

In 2024, we implemented a new customer insights platform that captures and analyses the voice of our customers through surveys. This platform gives us the ability to link customer feedback to actionable initiatives and helps us understand our performance more deeply. In 2025, we will work closely with the business in developing performance targets that will drive improved performance for our customers and business.

Improving our approach to customer satisfaction performance

Like most service-based companies, the customer is central to what we do, and we pride ourselves on delivering great customer service. For many years we have monitored our performance with our Customer Satisfaction (CSAT) metric. CSAT is measured by surveys when customers have had an interaction with us across four key service areas – planned interruptions, general enquiries, unplanned interruptions and new connections. Our Board-approved CSAT target is 7.8/10, and in 2024 we achieved 7.8.

In 2024, we had a significant focus on understanding metrics that matter. We have worked hard to ensure data capture reflects actual performance as a base and from there increase our understanding of performance.

In 2025, we will transition from a 7.8/10 Customer Satisfaction (CSAT) target to a 68% target, reflecting a change in both how we measure and collect customer feedback. Up to this point we have used phone-based surveys to calculate an average satisfaction score out of 10. Under the new approach, we will measure the percentage of customers who indicate they are satisfied with our service, which provides a more direct and actionable view of customer satisfaction.

This transition will also include a shift to online and more timely surveys, enabling us to collect in-depth feedback from a broader range of customers. This method allows insight into the customer experience, so we can address specific concerns and opportunities for improvement across our four key service areas. By aligning our targets with this enhanced feedback methodology, we will better understand and improve the services that matter most to our customers.

More information on how we are investing in programs that enhance positive social outcomes, how we approach customer and stakeholder engagement and reconciliation, what we are doing to provide affordable and accessible energy services, and how we contribute to a fair and just energy transition can be found in our *Social Matters Management Approach Statement*.

Genuine engagement, respect and reconciliation

We actively engage with our customers and stakeholders up and down the value chain to find ways to find solutions to some of the challenges of the energy transition and capitalise on the opportunities it presents.

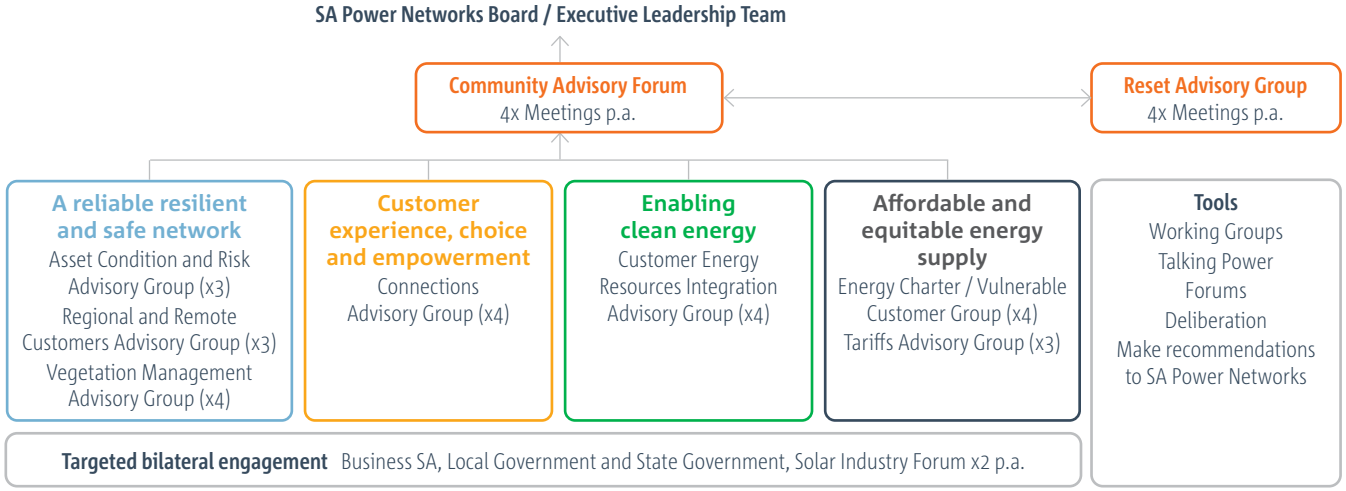
Our Stakeholder Engagement Framework facilitates our close work with stakeholders such as regulators, market bodies and customer advocates to ensure we provide a consistent experience for our customers in a constantly changing energy market and changing customer expectations. We aim to deliver customer-centred and supported solutions and work with our varied customers across the SA Power Networks Group's value chain.

Our goal: Enhance the breadth and quality of our stakeholder engagement to better reflect the diversity of our communities and the complexity of energy sector issues.

The SA Power Networks Group has a consultative group model, comprising of a Community Advisory Forum (CAF) and a number of specialised Advisory Groups. A refreshed model was implemented in early 2024 and provides a forum where we can engage with our customer representatives and external stakeholders to ensure customer views shape our service delivery and decision-making.

Our most significant and deepest engagement with customers and stakeholders centres on our Regulatory (Reset) Proposal, determining our service targets and business and network plans to achieve them for each regulatory period (five years).

Engagement on our 2025–30 Regulatory Proposal was extremely comprehensive and reflects our commitment to working with our customers and stakeholders to understand their needs and deliver services they value. We believe that our relationships with our stakeholders and our willingness to engage with our customers and to listen and respond to their needs, is fundamental to achieving balanced outcomes for our customers and community.



More information on how we are investing in programs that enhance positive social outcomes, how we approach customer and stakeholder engagement and reconciliation, what we are doing to provide affordable and accessible energy services, and how we contribute to a fair and just energy transition can be found in our *Social Matters Management Approach Statement*.

Reconciliation

The SA Power Networks Group plays a significant role in the social and economic fabric of our state, and we're committed to using that influence to contribute to positive change on reconciliation, inclusion and diversity. While headquartered on Kaurna land in Adelaide, our footprint is large. Living in the communities we serve provides us with a unique opportunity to connect and strengthen meaningful relationships with First Nations peoples.

During 2024 we implemented the activities and initiatives detailed in our first 'Reflect' Reconciliation Action Plan (RAP), a process which saw us develop new relationships, strengthen existing partnerships and celebrate First Nations' histories and cultures. Pleasingly, all of the 42 identified deliverables – covering the four focus areas of 'Relationships', 'Respect', 'Opportunities' and 'Governance' – were successfully delivered on over the year.

Highlights included:

- RAP working group participation in key events such as National Reconciliation Week, NAIDOC Week, and the Reconciliation SA Gala Ball. SA Power Networks contributes over $100,000 annually to support First Nations community events and programs, such as National Reconciliation Week, the Port Adelaide Football Club's Aboriginal Cup, the Don Dunstan Foundation's Lowitja O'Donoghue Oration and the Education Grants program of Reconciliation SA;
- commencement of our Cultural Awareness Training that will involve a four-staged program to deliver training across the organisation;
- building of strong relationships with a number of other likeminded organisations, which has been crucial in our RAP journey; and
- a significant increase in the response rate (from 10.5% in 2022 to 29% in 2024) to our Reconciliation Culture survey.

'Reflect' Reconciliation Action Plan launched

Early in the year we launched our inaugural RAP with an event involving stakeholders from within and outside the business.

As one of South Australia's largest employers and with a commitment to genuine respect and inclusion, committing to our first RAP is an important step for the SA Power Networks Group.

The passion and knowledge of our RAP Working Group, in particular its First Nations members, has been crucial in guiding our approach. To ensure the successful delivery of our RAP, we employed our first RAP Coordinator, a Ngarrindjeri man who had been working with us as a powerline worker.

More information on how we are investing in programs that enhance positive social outcomes, how we approach customer and stakeholder engagement and reconciliation, what we are doing to provide affordable and accessible energy services, and how we contribute to a fair and just energy transition can be found in our *Social Matters Management Approach Statement*.

Investing in our communities and contributing to economic development

More than just an essential service, the SA Power Networks Group is proudly South Australian and a strong supporter of the South Australian community and economy, and we believe that clean, reliable, affordable electricity will become the key foundation of the State's economic growth. We strive to increase the positive, meaningful impact – the social value – experienced by our residential and business customers, our communities and workers over the long-term through our initiatives, advocacy and actions. Our activities positively contribute to the economy through employment, infrastructure projects, innovation, investment, education, philanthropy and procurement.

Our goal: Investing in programs that enhance positive social outcomes.

The electricity and energy services we deliver powers South Australian businesses, and thereby supports economic growth, but our support of and investment in the economic and social prosperity of South Australia (and in other states where Enerven operates) goes beyond this.

For example:

- we believe that facilitating the distribution of renewable energy via our grid will encourage energy-intensive industries to set up or expand in South Australia, as more and more businesses will be searching for low-cost, zero-emissions energy sources;
- the infrastructure projects that we design, construct and maintain facilitate development and provide employment for a range of contracting industries and specialists;
- as a large employer, we are focused on the development of our people's skills and capability, and aim to provide a fulfilling range of career opportunities;
- as a significant procurer, the goods and services we purchase pumps money into the local and Australian economy, particularly benefitting small businesses and South Australian-based companies;
- we are a strong supporter of South Australian community organisations and events. We have a strong presence in the general community through sport, education, environmental concerns and the arts. These partnerships not only reflect our values, but also help us to create a better future for South Australians. Our people also contribute through payroll donations, fundraising and volunteering; and
- we have collaborated and partnered with governments and the private sector to trial technologies and approaches which are contributing to the energy transition.

Electricity network upgrade to support Fleurieu Peninsula growth

We know that a reliable electricity supply is vital for ongoing prosperity and growth in South Australia, particularly in regional areas. In 2024 work commenced on a $15.5 million SA Power Networks project, designed to support growth and increasing electricity demand on the Fleurieu Peninsula and renowned eco-tourism destination Kangaroo Island.

The Outer South and Fleurieu regions are forecast for additional electricity load growth over the next 10 years. This is attributed to the SA Government's forecast of additional dwellings and ongoing infrastructure expansion to support the increase in local population.

The Southern Outer Metro (SOM) 66-kilovolt (kV) Upgrade Project will be undertaken in two stages, with completion slated for end of 2025. As the sole source of supply for parts of the Fleurieu and Kangaroo Island, and to support this Region's growth plans, the SOM 66kV loop is an integral part of the southern suburbs' network. Already providing supply to approximately 51,500 homes and businesses on the Fleurieu and Kangaroo Island, the project will increase the capacity of the SOM network to accommodate forecast demand growth out to 2035.

SA Power Networks undertook the Regulatory Investment Test for Distribution Projects (RIT-D), which assesses the economic and technical impact of major network investments, and that they are in the long-term interests of customers. The project was identified as the lowest overall cost option, following public consultation via the RIT-D process.

More information on how we are investing in programs that enhance positive social outcomes, how we approach customer and stakeholder engagement and reconciliation, what we are doing to provide affordable and accessible energy services, and how we contribute to a fair and just energy transition can be found in our *Social Matters Management Approach Statement*.

Supporting our business customers to grow

The South Australian Government has significant ambitions to drive reindustrialisation of the economy which has less negative impact on the environment – by attracting new businesses and industries to the State that are keen to leverage our renewable energy capacity.

We have a critical role to play in both continuing to support the uptake of renewable energy (particularly rooftop solar) and ensuring our network is adequately prepared for significant growth in both usage and peak demand as businesses electrify.

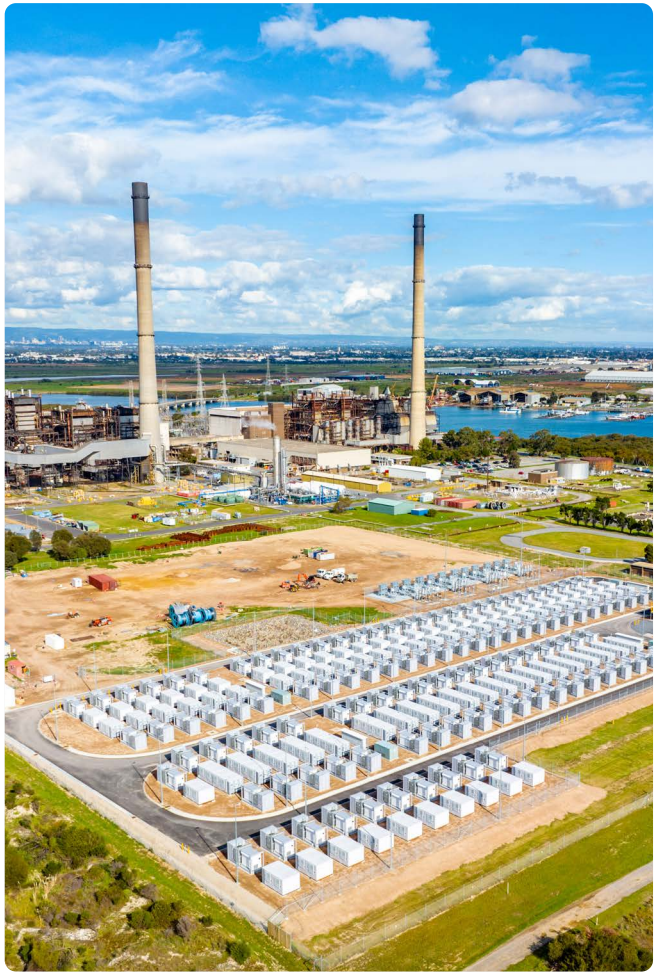
Additionally, we continue to hear from our business customers that they:

- Are actively considering if and how they electrify their operations;
- See increasing value in open conversations with us to explore options that go beyond 'providing a quote'; and
- Value a trusted and reliable point of contact, coupled with a personalised service.

We are focused on assisting our business customers – which includes large manufacturers, commercial and industrial businesses – to facilitate their growth, improve their energy management, or to electrify in pursuit of their, and the State's net zero goals.

We assist them to explore energy efficiency and the strategic diversification of electrical loads, helping them toward reduced energy consumption and a decreased reliance on fossil fuels such as natural gas and LPG. By optimising energy usage, especially during peak periods, customers can lower operational costs whilst contributing to a lower carbon economy.

Additionally, our specialist infrastructure business Enerven builds and maintains renewables infrastructure such as large-scale solar, battery, EV charging and virtual power plant (VPP) solutions. One such project won by Enerven in 2024 was the design and construction of the second stage of Origin Energy's NSW-based Eraring Battery Energy Storage System (BESS). Large-scale BESS are important for Australia's energy transition as they provide the grid stability services and help shift variable renewables to align with load. Once complete, the Eraring BESS will be among the largest in Australia.



More information on how we are investing in programs that enhance positive social outcomes, how we approach customer and stakeholder engagement and reconciliation, what we are doing to provide affordable and accessible energy services, and how we contribute to a fair and just energy transition can be found in our *Social Matters Management Approach Statement*.

Community Partnerships

Both SA Power Networks and Enerven are proud to be strong community partners, actively contributing to the communities in which we serve. Our Community Partnerships program has operated since 1995 and supports a wide range of community organisations and aspirations. We focus on four key areas: community, safety, sustainability, and innovation – working to create positive change across South Australia.

Our program prioritises helping disadvantaged communities, youth education, reconciliation with First Nations people, and pathways and careers for women, with our commitment extending to supporting a variety of local sports, arts, and cultural initiatives. Through these partnerships, our goal is to foster a more inclusive, connected, and resilient South Australia for future generations.

Our Community Grants Program is committed to making a lasting impact at a local level. Our 2024 program focused on two key areas – sustainability and innovation – with a strong emphasis on supporting community projects that support a more sustainable future. Thirty diverse groups received grants of up to $5,000 to deliver impactful projects that benefit their communities. Over half of the funding of the 2024 grants was dedicated to projects in regional and remote communities, empowering South Australians across the state.

Since the inception of our Community Grants in 2022, we have proudly contributed over $375,000 towards community group projects.

Community workshop sparks action for more sustainable homes

Electrify Adelaide received a 2024 SA Power Networks Community Grant via Sustainable Communities South Australia to support its ongoing community education efforts. While this event was tailored to the interests of residents in the South of Adelaide, the lessons were applicable to anyone looking to make their home and transport choices more efficient, sustainable, and cost-effective.

Facilitated by the Electrify Adelaide team, participants were taken through interactive sessions on various aspects of household electrification. These included topics like solar and battery systems, cooking, hot water, electric vehicles, and heating and cooling. Additionally, potential barriers consumers may encounter and the impact of electrification on the electricity grid were also discussed, followed by a guided session to develop a 'household electrification plan.'

Our representative was also able to point attendees in the direction of SA Power Networks' latest pilot project, Energy Masters, which offers significant subsidies on many of the energy-smart devices that are key to household electrification. Many attendees were keen to learn about the research that will be conducted as part of Energy Masters, which is expected to guide South Australia's future approach to ensuring as many people as possible can benefit from energy-smart homes.

Providing STEM learning activities to a small town in regional SA

With the support of an SA Power Networks Community Grant, Bute Early Learning Centre and Primary School has transformed its STEM program, bringing new and engaging hands-on learning experiences to students. The grant funded construction and robotic kits – encouraging sustainable creativity through cardboard construction projects, and introducing students to coding, and artificial intelligence (AI).

This grant has empowered Bute, a small regional town in the Northern Yorke Peninsula of no more than 300 people, the opportunity to provide meaningful and high-quality STEM experiences, which are often out of reach for rural areas. Being a small school, subject budgets can be limited, so the grant enabled the acquisition of these unique resources. Introducing STEM activities at a young age can help open future career pathways as well as equip students with the skills they need to thrive in our tech-driven world.

More information on how we are investing in programs that enhance positive social outcomes, how we approach customer and stakeholder engagement and reconciliation, what we are doing to provide affordable and accessible energy services, and how we contribute to a fair and just energy transition can be found in our *Social Matters Management Approach Statement*.

Governance

Integrating sustainability into how we manage our impact on the economy, environment and people

Our material governance matters are:

1 Corporate governance and risk management

2 Responsible supply chain

3 Cyber security and data protection

This section should be read in conjunction with the *Governance Matters Management Approach Statement*, which provides further detail about how the SA Power Networks Group manages material corporate governance, risk management, responsible supply chain, and cyber security and data protection matters.

Governance

Integrated governance

The SA Power Networks Group regards responsible business conduct as a fundamental component of our duty and commitment to our customers, our people, our owners and the communities which we serve. We endeavour to organise our governance structure in such a way as to support our efforts for greater sustainability.

We want to be known as a trusted and respected essential service provider, which can only happen if we operate with the highest standards of ethics, integrity and professionalism and conduct our business in compliance with legal and regulatory requirements. Our approach to corporate governance and risk management matters is underpinned by comprehensive principles, policies, rules, practices and processes.

Additionally, we collaborate with government, industry, customers and other stakeholders to further sustainability outcomes with broader benefits and use our influence to advocate for policy and regulatory outcomes.

Our goal: Proactively implement consideration of our impact on the economy, environment and people into SA Power Networks strategy, governance and operations.

As sustainability becomes an increasingly important strategic issue for key stakeholders, such as investors, the integration of sustainability into corporate governance and risk management is considered essential. This is reinforced by the intent of the international and national sustainability reporting requirements which are both requiring more disclosures on governance, and integration of sustainability into governance, risk, value and financial accounting. The SA Power Networks Group has a comprehensive policy and procedure framework which is progressively being enhanced to reflect sustainability priorities, in addition to working towards incoming regulatory requirements.

Governance of sustainability and ESG matters
We have built and maintain governance systems to drive ethical and transparent business practices and strong external partnerships based on strategic imperatives, with a clear view as to how the SA Power Networks Group governs sustainability. This includes representation of sustainability in policies, processes, risk management and training to ensure a high standard of compliance, and external engagement to influence policy and regulation.

A tiered governance system has been developed to oversee and manage our approach to ESG issues and actions.

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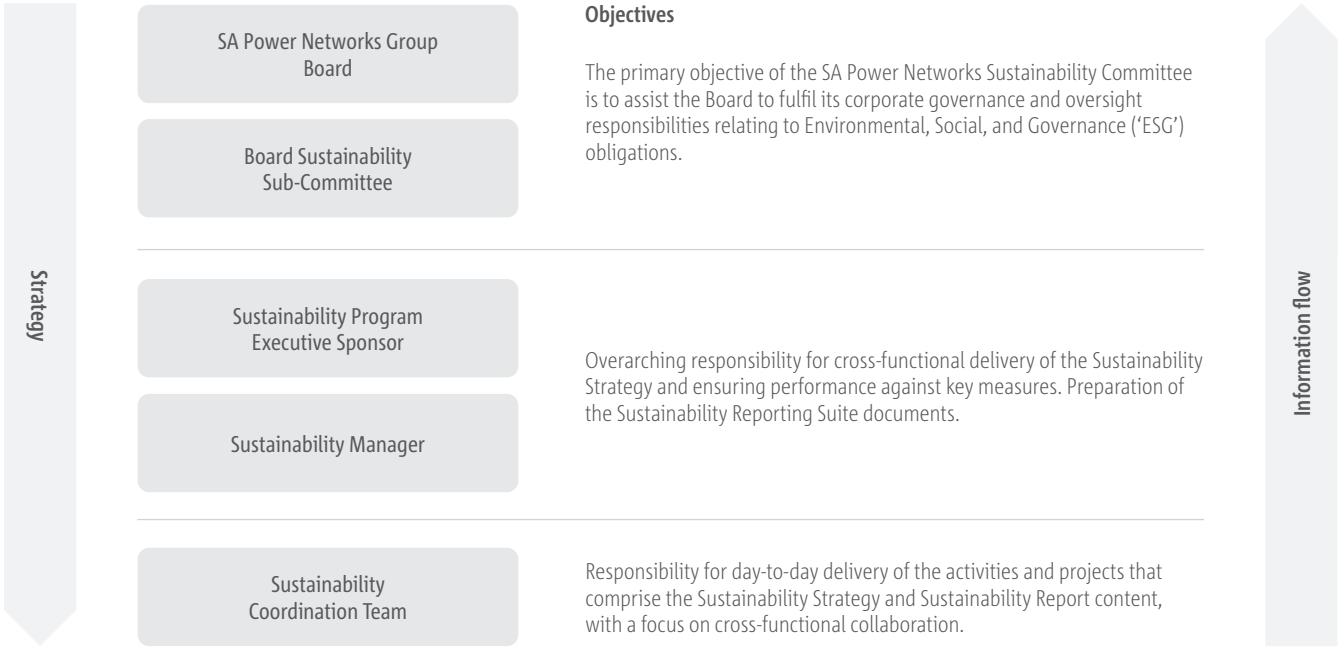
Our ESG risks are integrated with our Corporate Risk Register and managed in accordance with the Risk Management Framework. Regular risk monitoring and reporting throughout the business, to leaders, the ELT, and the Board facilitates risk management in accordance with the Board's Risk Appetite. ESG metrics aligned to key strategic objectives are tracked on a regular basis and are frequently reported at Board meetings.

Our ELT receives regular sustainability program updates and in 2024 participated in a training session delivered by an external consultancy on the incoming climate-related reporting standard.

During 2024 the Board Sustainability Committee met four times, to receive progress updates on the SA Power Networks Group's Sustainability Strategy and reporting, and monitor performance against a range of ESG metrics and targets. Papers endorsed by the Committee included items addressing our Inclusion and Diversity Strategy, ESG Materiality Assessment, Modern Slavery Statement, development of our Climate-related Risks and Opportunities Register, publication of our first Energy Charter Disclosure Report, and our approach to ensuring our disclosures about sustainability are accurate.

A profile of each current Board member and ELT member can also be found on the SA Power Networks website.

Sustainability Governance



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Responsible supply chain

Stakeholders are keen to understand the value chain impacts of the companies they do business with, and ESG reporting frameworks encourage transparency around supply chain social and environmental considerations. The SA Power Networks Group recognises this issue with a commitment to work with suppliers who share our vision for a just and fair energy transition. Continued focus on this issue supports our customer, investor, and employee expectations.

Our goal: Investing in strategic programs and initiatives that address salient human rights and environmental issues across our value chain.

Responsible Supply Chain is one of the commitments and goals set out in the Integrated Governance pillar of the SA Power Networks Group's Sustainability Strategy, which aims to integrate sustainability into how we manage our impact on the economy, environment and people in our supply chain.

A Responsible Supply Chain requires a fundamental shift in procurement decision making from a cost-driven approach to one which integrates sustainability as a supplier success factor. This shift requires investment in strategic programs and initiatives that address human rights and environmental issues across our value chain.

Our dedicated supplier website includes a Sustainable Procurement Statement, information about the organisation's expectations with respect to ethical and sustainable procurement and information about our sustainable procurement related memberships and certifications.

In compliance with the Australian Modern Slavery Act 2018, we provide an annual Modern Slavery Statement.

In 2024 our Procurement Team continued working with our suppliers across core focus areas to improve Responsible Supply Chain outcomes.

Environmental Focus Areas

- **Emissions tracking:** Our goal is to ensure that the top 70% emissions producing suppliers have a science-based target in place by CY 2028. In 2025 we are developing and implementing a strategic action plan to progress to this target.
- **Environmental initiatives:** we engage with our suppliers to identify and implement initiatives that will protect biodiversity and the environment, resulting in more responsible consumption and contributing to the circular economy.

Responsible Supply Chain Framework

Social Responsibility Focus Areas

- **Modern slavery:** we raise awareness of modern slavery with suppliers and identify and manage the risk of modern slavery in our supply chain.
- **First Nations engagement:** we identify opportunities for First Nations business engagement.
- **Small business and local business engagement:** We support local economies through engagement of small and local business.

These areas of focus are supported by the Responsible Supply Chain Framework.

The establishment of bi-monthly "Sustainability in Procurement" sessions provided the platform to share learnings and outcomes achieved across our teams. We will evolve these in 2025. A key learning was that Responsible Supply Chain outcomes will be different for each category of supply, meaning our category teams need to focus on the outcomes they can deliver with their suppliers. This will support a more focused effort in the years ahead.

This section should be read in conjunction with the *Governance Matters Management Approach Statement*, which provides further detail about how the SA Power Networks Group manages material corporate governance, risk management, responsible supply chain, and cyber security and data protection matters.

Embedding social responsibility

To support our social licence to operate, we strive to engage with and meet the needs of the customers we serve, and contribute to the communities in which we work. To proactively manage project and contract social and environmental commitments, Enerven established a Social Responsibility Framework in 2024.

The Enerven Social Responsibility Framework for the Liddell Battery Energy Storage System (BESS) Project outlines a comprehensive strategy to manage and report on the company's social responsibility commitments. The framework was designed to align with the expectations of the client (AGL) and includes commitments such as emissions reduction, local supply chain development, employment and workforce diversity, and First Nations participation. The framework establishes a multi-tiered governance system for oversight and rapid response, with a centralised data management system for accurate data collection.

The framework is operationalised through a Social Responsibility Performance Dashboard, which tracks compliance and identifies areas for improvement. Regular reporting cycles and ongoing governance enables the framework to adapt to operational realities and remain effective in meeting social commitments and can be applied to all future Enerven projects including the Liddell BESS Project.

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Cyber security and data protection

We recognise that cyber security risk can have a material impact on our business. We are committed to continuously improving our security resilience and safeguarding our critical assets and our customers' data.

Our goal: Keep our customers and organisation safe and secure by striving to maintain the confidentiality, integrity and availability of information and technology systems supporting the delivery of reliable energy services.

The SA Power Networks Group Cyber Security and IT Resilience team is the cornerstone of our defence against cyber threats. We take a proactive stance, providing governance, keen oversight, and expert consultation to protect the organisation from potential risks. Since the beginning of 2023, we have observed:

- an increase of over 500% in sophisticated attack attempts to our internet connected devices and systems.
- that users continue to be heavily targeted, with a 200% increase in malicious infected and phishing emails being blocked.

This confirms that as a critical infrastructure provider, we are a high value target for cyber criminals and threat actors.

In 2024, our focus was on increasing our resilience and reducing the risks associated with our people. Our system resilience was tested early in the year when, in conjunction with AEMO, SA Power Networks participated in a live fire incident response exercise. This involved setting up in advance malicious indicators within our environment so our security operations team could respond with our tools as they would in a real incident. This exercise incorporated live systems recoveries, which tested our Disaster Recovery procedures – this revealed that our communication with other teams and organisations needs to be reviewed to make it easier in a real-life event.

Our cyber security team runs an ongoing program to educate and arm our people with respect to cyber security risks, both from a behavioural and physical perspective. Some key initiatives conducted during 2024 included:

- **reducing risk through lost or stolen credentials**. This covered a user's journey moving from passwords to passphrases, with the next stage being passwordless sign-in. The goal of this initiative was firstly, to make passwords longer (stronger) and more memorable for the user, yet harder for an attacker to brute-force or guess;
- **enabling 'work from anywhere'**. This has involved deploying a Secure Access Service Edge to all our laptops. It enables a secure connection for devices when they're away from our network, reducing connection issues like latency, and increasing visibility and security;
- **revising our overseas travel guidelines** for accessing our data and device use, to minimise the associated risks; and
- **continuing our educational awareness** activities to equip our people with the knowledge to practice good cyber security hygiene in their work and personal lives and make them aware of current threats, including through our popular online Cyber Savvy sessions and scam alert articles.

In early November 2024, we identified and remediated a cyber security incident containing limited data that required notification to the Office of the Australian Information Commissioner, the Australian Cyber Security Centre, and other regulatory authorities.

Highlight: Our cyber security people continue to win awards

Cyber security and IT services are a vital component of providing a safe, secure and reliable essential service. Our cyber security team continues to receive accolades for their excellent work.

In 2024 they were named among the Top 50 Information Security Teams globally at the OnCon Icon Awards, which celebrates the outstanding achievements of top organisations and teams worldwide. Being a finalist in these awards was an achievement in itself, and to be the only Australian company to get into the top 50 alongside some of the world's biggest companies is testament to our people's skills and dedication. The awards are voted on by industry peers and the broader community.

Our teams also clinched top honours at the state-level Australian Institute of Project Management (AIPM) Project Management Achievement Awards (PMAAs), winning in two critical categories:

- ICT/Telecommunications: Our AESCSF Uplift project has significantly advanced our cyber security maturity, aligning with regulatory and energy sector frameworks.
- Small Project: The Starlink Pilot has successfully tested satellite technology, vastly improving connectivity for our field crews in remote areas.

Theses wins enhanced our cyber security profile and also enhanced field operations with high-speed, reliable connectivity.

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Glossary

AASB (AASB 1 and AASB 2)	Australian Accounting Standards Board (Sustainability Standards)	In 2024 the Australian Accounting Standards Board released two Sustainability Standards (AASB 1 and AASB 2), which set out the sustainability-related and climate-related financial disclosures for sustainability reports/ general purpose financial reports.
AEMC	Australian Energy Market Commission	The AEMC is the expert energy policy adviser to Australian governments. They make and revise the energy rules and provide advice.
AEMO	Australian Energy Market Operator	AEMO's role is to manage the electricity and gas systems and markets across Australia. AEMO performs the functions and exercise the powers given under national and Western Australian electricity and gas laws.
AER	Australian Energy Regulator	The AER is one of 3 major market bodies that oversee national electricity and gas markets in Australia. • The Australian Energy Market Commission (AEMC) develops the rules by which the markets must operate. • The Australian Energy Market Operator (AEMO) manages the day-to-day operations of the markets. • The Australian Energy Regulator (AER) monitors performance and compliance with the rules. Collectively, the AEMC, AEMO and the AER support the Energy and Climate Change Ministerial Council in its role to develop and coordinate national energy policy. While the market bodies work closely together, each is an independent decision-maker with clear functions, accountabilities and powers.
BESS	Battery Energy Storage Systems	A technology that stores energy in a battery for later use. It can involve standalone batteries or battery systems connected to the electrical grid.
CER	Consumer Energy Resources	CER refers to small-scale energy resources owned by customers. These resources can produce, store or vary how they use energy. CER includes any devices that use, generate or store electricity, including: • Rooftop solar • Batteries • Electric vehicles (EVs) • Smart inverters • Hot water heaters
DER	Distributed Energy Resources	DER refers to often smaller generation units that are located on the consumer's (houses or businesses) side of the meter. Common examples of DER include rooftop solar PV units, battery storage, open and closed cycle gas turbines reciprocating engines (diesel, oil), electric vehicles and chargers, smart meters, and home energy management technologies.
DSO	Distribution System Operator	DSO is the industry term for the broader role that network businesses like SA Power Networks perform in the electricity system of the future. In contrast to the traditional static and passive model of one-way electricity delivery, DSO is an evolving and active model that is driven by digitalisation and a changing relationship between consumers and grid operators.
ESG	Environmental, Social and Governance	ESG is a formal approach to measuring, managing and reporting how a business impacts society and the environment.
GRI	Global Reporting Initiative	The GRI is an international independent standards organization that helps businesses, governments, and other organizations understand and communicate their impacts on issues such as climate change, human rights, and corruption.
LTI	Lost Time Injuries	An injury that results I the loss of a full shift e.g. 7.5/8hrs
MEDs	Major Event Days	Days of widespread severe storm conditions, which are excluded from STPIS because of the extensive nature of interruptions.
MTI	Medical Treatment Injuries	Injury which requires treatment beyond diagnostic for preventative action by a Registered Medical Practitioner but does not require the employee to be absent from work for a complete day or shift
NEM	National Electricity Market	Operating in New South Wales, the Australian Capital Territory, Queensland, South Australia, Victoria and Tasmania, the NEM is both a wholesale electricity market and the physical power system.
RWC	Restricted Work Case	Restrictions identified by a registered medical Practitioner with or without specific treatment
SAIDI	System Average Interruption Duration Index	SAIDI is commonly used as a reliability index by electricity distribution utilities. SAIDI is the average cumulative outage duration for each customer served, measured in minutes, usually over the course of a year.
STPIS	Service Target Performance Incentive Scheme	STPIS is a scheme (managed by the AER) that rewards or penalises electricity distributors for their network performance and reliability.
TCFD	Taskforce for Climate related Financial Disclosures	The TCFD provides information to investors about what companies are doing to mitigate the risks of climate change, as well as be transparent about the way in which they are governed.
TRIFR	Total Recordable Injury Frequency Rate	Total Injury Frequency Rate: Total number of recordable injuries (MTI, LTI, RWC)/ Total hours worked x 1,000,000 for 12-month calendar year
UN SDGs	United Nations Sustainable Development Goals	In 2015 the United Nations adopted 17 SDGs to end poverty, fight inequality, improve the natural environment and tackle climate change.
VPP	Virtual Power Plant	A VPP is a system that integrates several types of power sources to give a reliable overall power supply. An example of the ones being developed in SA are supporting/managing a cluster of customers who install batteries to their homes.


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