2025
ESG Impact Report



SA Power Networks

ENERVEN®

About this report

This report outlines the SA Power Network Group's (SA Power Networks and Enerven) vision and approach to sustainability and reflects our ongoing commitment to transparent disclosure of our environmental, social and governance (ESG) performance.

Reporting in an evolving landscape

We have developed our sustainability reporting approach in alignment with internationally recognised frameworks including the Global Reporting Initiative Standards, Australian Accounting Standards Board Sustainability Reporting Standard S2 Climate-related Disclosures (AASB S2), United Nations Sustainable Development Goals and general industry conventions. In 2025, we evolved our reporting suite to include disclosures on material climate-related risks and opportunities. Our *2025 Sustainability Report – Climate-related disclosures* has been prepared in line with AASB S2. The release of our climate-related disclosures means we have renamed this report – previously known as our Sustainability Report – our ***ESG Impact Report***.

Our sustainability reporting suite

Our core sustainability reporting suite contains three components that should be read together for a full picture of SA Power Network Group's ESG performance during the 2025 calendar year.

2025 ESG Impact Report
Read this for:
- Our approach to sustainability
- Progress on our sustainability commitments

2025 ESG Databook
Read this for:
- Annual comparisons of ESG metrics
- ESG management approaches
- Assurance report

2025 Sustainability Report – Climate-related disclosures
Read this for:
- Our approach to managing climate-related risks and opportunities

Other publications relating to ESG topics can be found on our website including our *Modern Slavery Statement*, *Reconciliation Action Plan* and *Green Bond Report*.



Connection with Country, created by Kelly Taylor and T'keyah Ware
Commissioned as part of SA Power Networks Group 2025 Reconciliation Action Plan, the artwork serves as a visual commitment to meaningful relationships, cultural respect and long-term partnership with Aboriginal and Torres Strait Islander peoples.

Acknowledgement of Country

The SA Power Networks Group acknowledges the multiple Traditional Owners of the lands that host the South Australian electricity network and their connections to land, sea, and community. We pay our respects to all First Nations peoples past and present, acknowledging their deep connection to Country, Culture and Community.

Our commitment to reconciliation

The SA Power Networks Group is committed to reconciliation focused on establishing a harmonious, inclusive community founded on education, profound respect, and empowerment of First Nations people. We seek to foster unity and trust while actively working towards equitable outcomes for all First Nations people.

Assurance

An independent assurance provider undertook limited assurance over selected sustainability metrics. Full details on process, scope of assurance are provided in *2025 ESG Databook*.

Disclaimer

This report has been prepared as at 31 December 2025, covering the SA Power Networks Group for the 2025 calendar year. This report is for general information only, is subject to change and correction and should not be taken, read or relied upon as anything other than general information. To the extent permitted by law, the SA Power Networks Group makes no representation and gives no warranties in relation to the accuracy, completeness or suitability of the information for a particular purpose.

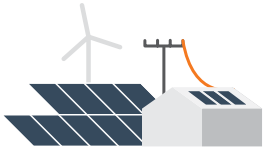
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Contact us
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South Australia facts



73%
electricity use from renewables
compared to 43% for the National Energy Market



Record minimum demand
on Christmas Day



47%
homes with solar



11%
of homes with batteries
>72,000 home batteries installed

Our impact in 2025

SA Power Networks Group Sustainability highlights 2025

Connecting communities



Achieved our target customer satisfaction score



Launched Innovate Reconciliation Action Plan



$1.5M
invested in community partnerships and grants



Contributed to **5** #BetterTogether projects

Transforming energy



Flexible Exports live across South Australia



Premier's Award for Market Active Solar project



Across 4 projects, Enerven is delivering battery capacity and storage of 1.5GW/4.3GWh



Published **1st** climate-related disclosures

Conserving the environment



91%+
of waste diverted from landfill



Second issuance of certified Green Bonds



42%
of our passenger fleet is electric



Sustainability Impact Award for innovation across network operations

Enabling our workforce



71%
strength of culture score



1100+
hours cultural awareness training



88
new starters in Pathways Program



$6m
milestone for Employee Foundation since inception in 2006

A message from our CEO



South Australia continues to lead the nation[1] as we progress to the state target of net 100% renewable energy by 2027. This advancement is coupled with strong economic growth, outpacing most other states for the first time in decades. This has contributed to a busy and successful year for the SA Power Networks Group.

In 2025, SA Power Networks' connections activity for commercial and industrial customers reached record highs, with no signs of slowing down anytime soon. Enerven also had a record year, supporting delivery of major national infrastructure projects as Australia continues to pursue a national renewable electricity target of 82% per cent by 2030. This growth has occurred within a tight labour market, an environment of rising cost pressures, digital transformation, changing customer preferences and energy affordability concerns. Navigating these dynamics is at the heart of our activities as our people strive to deliver reliable and innovative services for customers, on time and safely.

In April 2025, the Australian Energy Regulator (AER) approved 97% of SA Power Networks' 2025–30 Regulatory Proposal, developed across four years of robust work and genuine engagement with our customers and stakeholders. This decision gives us the certainty to invest and plan with confidence for the future, while keeping costs to customers fair.

SA Power Networks continued to achieve strong operational outcomes, working to meet the evolving needs of our customers and communities. In 2025 we connected thousands of new customers, upheld high reliability standards, and delivered a diverse works program. At the same time, we've taken a more strategic approach to network resilience, shifting from smaller-scale defect remediation to rebuilding critical sections of the network. These achievements have been underpinned by significant investment in our people.

More than 260 apprentices, engineers, and cadets joined us in 2025, ensuring we have the skills and capability to meet future challenges. By incorporating insights from our frontline teams, we've enhanced our asset management decisions and, for the first time, optimised our capital program to balance priorities across all areas of work. Together, these efforts reflect our focus on building a stronger, more resilient network for the future.

Our unregulated business, Enerven, helped clients deliver major national energy infrastructure projects, including the Culcairn 330kV switching station in New South Wales and the first stage of the Eraring Battery Energy Storage System (BESS) connection. Enerven also secured a place on Transgrid's Construction Services Panel. Both businesses are focused on working smarter and safer for a more sustainable future. As Enerven continues to grow, nurturing a culture of continuous improvement is essential to the business's long-term success.

SA Power Networks is continuing to develop innovative Distribution System Operator (DSO) capabilities. We're already using the network in more flexible ways, optimising the infrastructure and customer energy resources already in place, while aiming to keep the system safe and reliable. In 2025 the Flexible Exports program reached a key milestone and is now available to all new or upgrading solar customers. By signing up to this program, solar customers can export more energy to the grid when capacity is available, keeping the network secure by responding to dynamic export limits during periods of network congestion. Together with Flexible Connections for commercial and industrial customers, and the Energy Masters home electrification project, we are continuing to build the evidence base enabling us to leverage customer and network flexibility at scale.

Investing in our people by building capability, supporting wellbeing, and fostering a culture of performance will ensure we're ready to meet the challenges of our sector. Our new organisational values, shaped by more than 180 of our people and launched early 2025, guide how we work together and what matters most, including that 'we keep everyone safe'. In 2025, we saw this value in action through the implementation of our Fatal Hazard Critical Controls program, a key initiative to ensure our people understand our biggest safety hazards and how we can prevent harm.

None of this happens without our people and their commitment, adaptability, and resilience through a year of change. By living our values and working together, we are building a culture that is strong, safe, and ready for the future. With a clear vision and shared objectives, we will continue to support the energy transition and enable a better future for all.

Andrew Bills
Chief Executive Officer

About the SA Power Networks Group

The SA Power Networks Group has two key businesses.

Distributes electricity to and from over 930,000 customers

Network length of 90,000km, covering over 178,000km²

415 zone substations 77,000 transformers

Delivering over 230 projects across 3 states

715 dedicated staff across 21 sites

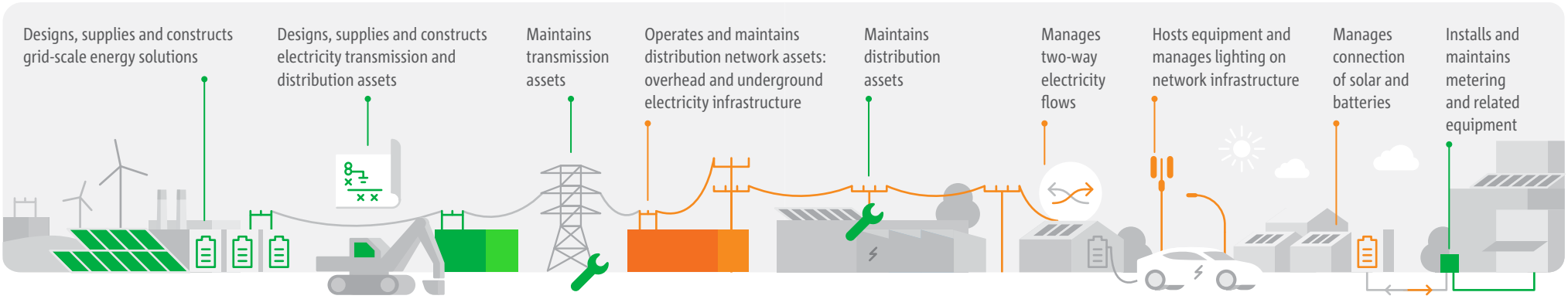
Appointed to design & construct Eraring BESS – set to be southern hemisphere's largest battery

SA Power Networks manages the regulated electricity distribution network serving over 1.7 million South Australians

SA Power Networks distributes electricity to and from over 930,000 South Australian homes and businesses, managing a network length around 90,000km. With many customers generating and storing their own electricity, SA Power Networks now manages a complex system of network infrastructure alongside bi-directional energy flows to and from consumer energy resources, like solar panels and batteries.

Enerven is a specialist service provider in the competitive energy and telecommunications sectors

Enerven specialises in the design, construction and maintenance of electrical, renewable and telecommunications infrastructure across Australia. Enerven provides services from utility to residential scale, delivering large-scale renewable energy projects like solar farms and battery energy storage systems (BESS) down to installing public lighting, telecommunications infrastructure and customer metering.



Generation
Large-scale electricity generation and storage from South Australian wind, solar and gas, supplemented by electricity imported from the National Electricity Market

Transmission
Transport high voltage power over long distances

Distribution
Deliver electricity to and from customers

Retailer
Sends electricity bills to customers including cost of electricity services

Customer
Uses electricity to power homes and businesses, and generates electricity from consumer energy resources

Our vision and approach to sustainability

South Australia is leading the way in transforming the way it generates, stores and uses electricity.[2 3 4]

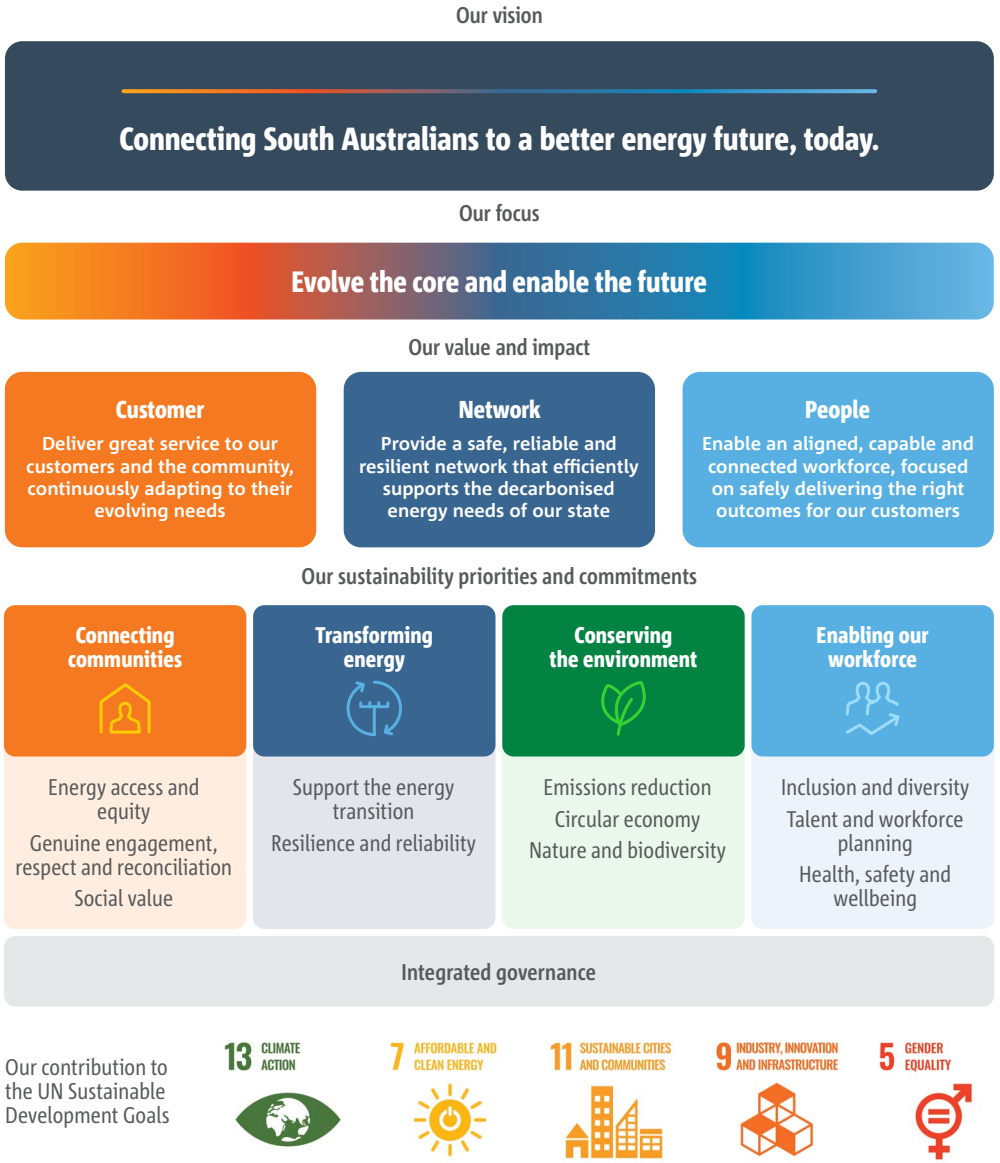
This is at the heart of SA Power Networks' vision: **Connecting South Australians to a better energy future, today**.

As the energy landscape has shifted rapidly, SA Power Networks' role has too. Beyond our commitment to deliver reliable and safe energy, we recognise our critical role in supporting the state's decarbonisation agenda. We're now orchestrating a dynamic, customer-led energy system. Supporting our customers through this transition is at the centre of how we're driving progress on our sustainability commitments.

Since releasing our first Sustainability Strategy in 2021, we've made significant progress on how we manage and report on our most material sustainability impacts. In recognition of this increasing maturity, we have embedded our sustainability priorities within the architecture of SA Power Networks' Vision and Strategy. We've taken this opportunity to refresh our commitments (see page 10) and ensure they align with our material ESG topics and our Groups' business objectives.

With a vision to **enable the transformation of the energy sector for a better tomorrow**, Enerven's Strategic Plan also embeds sustainability principles.

Our commitment to innovation and environmental stewardship was recognised by receiving the Sustainability Impact Award at Schneider's Innovation Summit 2025. Judges praised SA Power Networks' progressive efforts to accelerate South Australia's renewable energy transition, stating that our business is at the forefront of enhancing grid stability and sustainability. The Award acknowledged our work implementing SF_6-free switchgear, Distributed Energy Resources Management System (DERMS) for managing consumer energy resources, and the software development underway in our flagship Energy Masters trial.



Enabling a better energy future: from asset manager to system operator

Electricity networks used to be primarily viewed as asset managers – focused on building and maintaining poles and wires to deliver power in one direction, from big generators to homes and businesses. That world has changed. Today, customers generate, store, and share power through rooftop solar, batteries, and electric vehicles.

By actively managing two-way energy flows across the grid in real time, electricity network operators like SA Power Networks will help unlock customers' investment in solar and batteries, avoid unnecessary network augmentation costs, and keep the system reliable. The aim is to deliver benefits to all customers, to the network, and to the broader market.

We are leading the evolution from 'asset manager' to 'distribution system operator' – integrating traditional asset management practices with smarter planning to make the most of existing network infrastructure. We are focused on collaborating with stakeholders across the energy landscape to enable and scale this role nationally.

How did we get here?

Our journey from asset manager to **distribution system operator (DSO)** has been driven by necessity and opportunity. With world-leading uptake of rooftop solar and batteries, South Australian customers reshaped our energy system.

As customers begin to electrify their homes, businesses and transport, the network will need to carry up to twice the energy it does today. Our physical network has inherent capacity constraints that need to be carefully managed during peak times to ensure overall system stability but has significant latent capacity outside these windows.

Much of what's happening here in South Australia is a sign of things to come across global energy markets. Customers and stakeholders are looking for us to manage these challenges while keeping a lid on network charges. Of the responses available, one stood out as delivering the most value to our customers, at the least cost.

Embracing system flexibility was the most efficient way to help unlock the full value of our network and our customers' investments in behind-the-meter energy resources. To achieve this, we've shifted to actively managing energy flows on the distribution network – intelligently managing congestion in real-time and increasing utilisation of our network. This transition reflects our commitment to delivering smarter, more sustainable, and affordable outcomes for South Australians.

The next step is one we can't take alone

To fully realise the potential of a smart, flexible energy system, we're driving key priorities with industry, regulators, government, customers and markets. These next steps require strong collaboration and responsible leadership from many across the electricity sector. We're contributing to national efforts through sharing lessons from the frontline of consumer energy resource integration, cross-sector collaboration, and advocacy.

The challenge



High levels of customer investment in rooftop solar – resulting in world-leading levels of distributed renewable generation – create widespread network congestion and challenges for system security.



Electrification of households, transport and industry could double peak demand by 2050, requiring widespread network upgrades if not well managed.

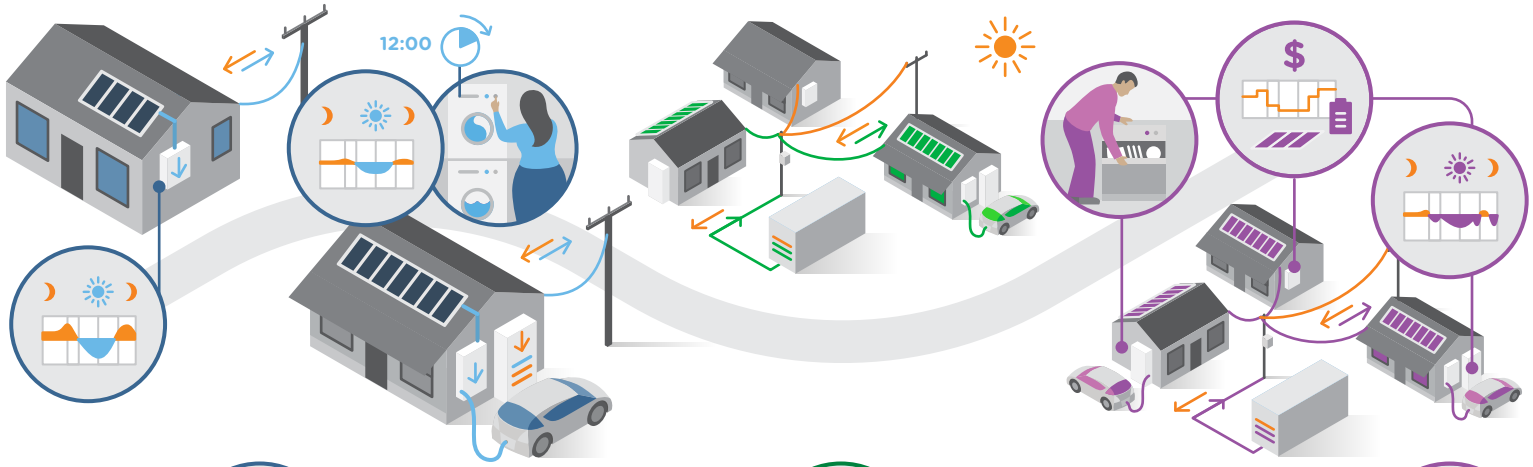
Our response

Embrace consumer energy resources in planning and operation by developing distribution system operator capabilities.



Making flexibility a reality

Embracing demand flexibility is a key to managing renewable generation, periods of minimum demand, and peak demand. We're designing a system that makes the most of existing network capacity. We'll continue developing new capabilities to manage system and network security as electricity demand grows. These initiatives form a coordinated operating model that delivers tangible benefits: targeted investments, reduced emissions, and greater flexibility.



Flexible connections

Maximise the ability of consumer energy resources to import and export from the network

Flexible connections communicate and maintain the guard rails of the network. These offerings are underpinned by Dynamic Operating Envelopes, which provide real-time signals to customers about energy usage and export limits. Flexible Exports manages dynamic export limits for residential solar customers, enabling continued investment in solar while maintaining system stability. We're also testing residential demand flexibility through Energy Masters, incentivising customers for being flexible with their energy use (imports) based on network conditions. Commercial and industrial customers can access fully Flexible Connections, optimising both energy imports and exports.

2018
- ✓ Received AER approval on CER integration and flexibility approach

2019–2021
- ✓ Developed dynamic export limits

2023–2025
- ✓ Rolled-out Flexible Exports across SA

2024+
- → Testing residential demand flexibility through Energy Masters

2025
- ✓ Launched Flexible Connections for commercial and industrial customers

2026+
- ○ Launch Flexible Exports for Medium Embedded Generators
- ○ Develop a business-as-usual demand flexibility offering

✓ Complete → In progress ○ Planned

Flexibility services

Leverage consumer energy resources to reduce network upgrades and increase network utilisation

Flexibility services will 'expand' the guard rails. We're starting to develop new local markets where customers are rewarded for helping manage grid congestion. In this next step, we'll publish network constraints on an interactive map and use it to procure services from Virtual Power Plants (VPPs), standalone batteries and public EV infrastructure, aiming to avoid the need for physical network upgrades in certain areas. We're developing a trial network constraint marketplace to test this concept.

2026+
- ○ Pilot Flexibility Marketplace for non-network solutions
- ○ Launch Instant Indicative connections pilot
- ○ Develop integrated system planning capability

System integration

Ensure consumer energy resources can access and compete in the energy market

System integration is the final piece of the puzzle. We're working with the Australian Energy Market Operator (AEMO), industry peers and market bodies to improve real-time visibility and coordination across the energy system, so they can safely and reliably manage the wholesale electricity market within distribution network limits. We're also working with AEMO to better integrate consumer energy resources (CER) and distribution networks into the Integrated System Plan, working towards an optimal balance of investment in large, centralised generation, distribution infrastructure and CER.

2026+
- ○ Launch operational forecasting interface with AEMO
- ○ Expand Market Active Solar
- ○ Investigate use of our flexibility platform to support retailer VPP use-cases

Focusing on what matters most

Our strategic efforts, sustainability commitments and reporting are directed by the environmental, social and governance issues that matter most to our customers, employees, owners, suppliers, partners and government.

Our process

Undertaking regular materiality assessments helps us to identify the ESG topics most important to our stakeholders. We annually refresh our Group's materiality assessment, alternating between independent GRI-compliant third-party assessments and an internal validation approach with subject matter experts across the business.

In 2025, Enerven completed an independent double materiality assessment for the first time. Double materiality considers sustainability issues from two angles, examining the impact a business has on society, the economy, and the environment (inside-out) and the sustainability-related financial risks and opportunities that impact the business (outside-in).

Changes in materiality

As expected, there is significant overlap between the SA Power Networks and Enerven materiality assessment results, with specific nuances that make sense for each business. Topics across both businesses are closely aligned to our sustainability priorities. Our material topic list is evolving alongside our maturity in understanding and responding to ESG risks and issues. Cyber security and privacy was included in the 'Top 9' list for 2025, responding to our focus on maintaining a safe, secure and reliable network.



Identify
Review previous materiality assessments, risk registers and existing sustainability-related documentation. Analyse global megatrends for any new/emergent trends likely to have significant impacts.

Engage
Conduct interviews with our subject matter experts to determine relevance of megatrends and related sustainability impacts, risks and opportunities.

Compare
Sense check findings through peer review of other energy network operators, and against previous materiality assessments.

Validate
Confirm our material themes and topics with senior executives.

Disclose
Report how we manage our most material risks and opportunities.

Links between our sustainability priorities and ESG material topics

SA Power Networks	Enerven
Connecting communities	
Energy affordability and equitable transition	
Customer experience and engagement	Customer satisfaction
	Communities and First Nations
	Local economies
Transforming energy	
Grid resilience and reliability	Climate risk and resilience
Decarbonisation and the energy transition	Energy management, transition and security
Emerging technologies and integration	
Conserving the environment	
Decarbonisation and the energy transition	Greenhouse gas emissions reduction
Nature, biodiversity and environmental conservation	
Responsible consumption and resource use	
Enabling our workforce	
Safety and wellbeing of our employees and safety of the community	Workplace health, safety and wellbeing
	Employee culture and engagement
Integrated governance	
Cyber security, privacy and data	Cyber security and privacy

Energy Charter

In 2023, SA Power Networks became a signatory to The Energy Charter committing to action across its five principles, with the aim to deliver better outcomes for customers and communities. As part of our commitment, we conduct an annual maturity assessment using the Energy Charter Maturity Model, and make disclosures highlighting each year's achievements and future commitments.

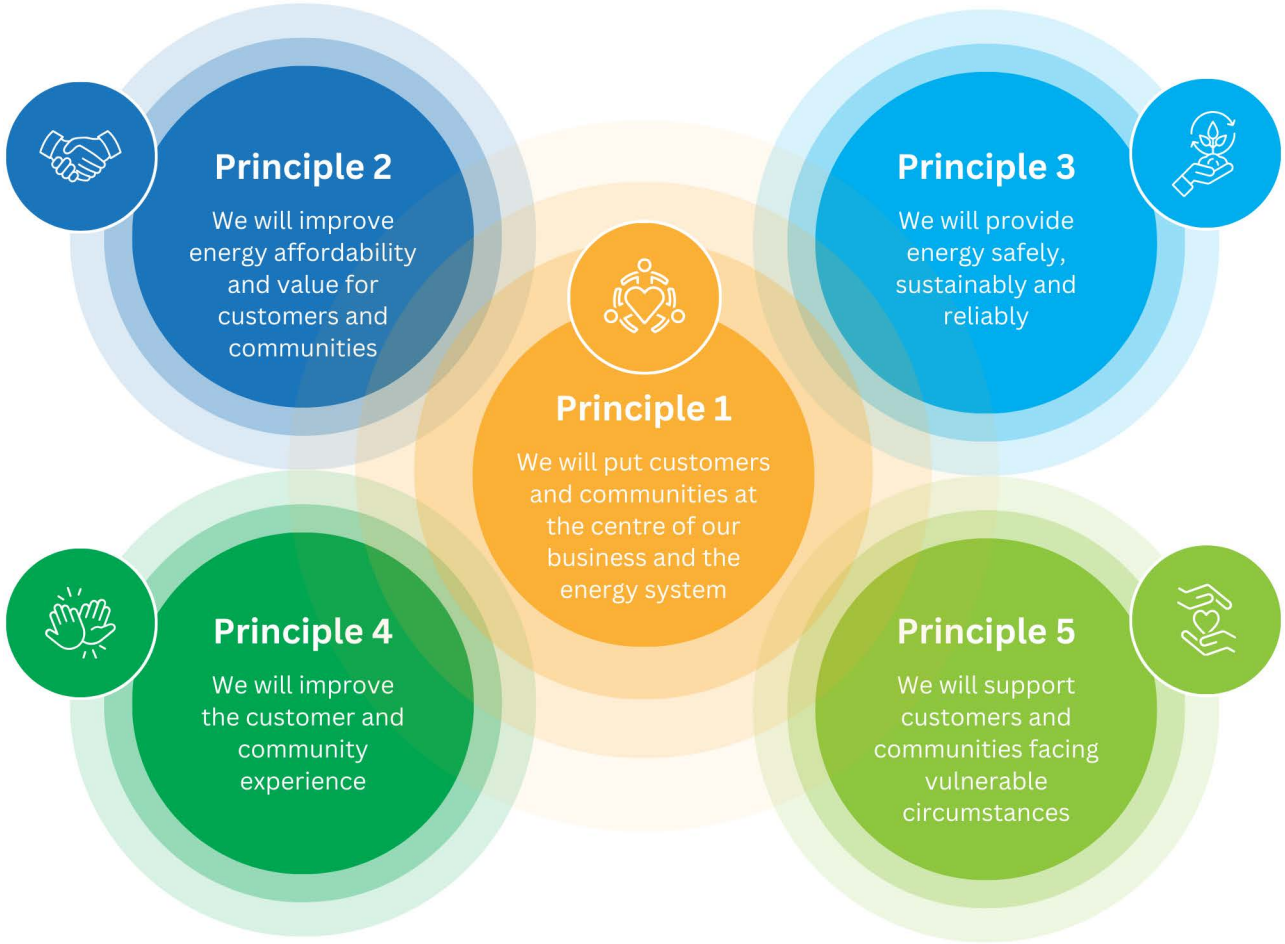
In 2025, Energy Charter removed the mandatory requirement for signatories to complete a Disclosure Report as part of the Accountability Process, however the commitment for signatories to remain transparent and accountable to their customers and communities remains.

We have incorporated our Energy Charter Disclosures into our ESG Impact Report, ensuring all our progress on ESG commitments are reported in one place. This evolution also incorporates feedback from our Customer Advisory Forum representatives.

Tracking our commitments in this report

Throughout this report, activities that align to our 2025 Energy Charter commitments are indicated by an icon of the relevant principle.

Our 2025 maturity assessment and status report on commitments are summarised in the Energy Charter appendix.



Connecting communities

Enhancing the wellbeing of our community

Contributing to



Our commitment	Our performance	
Energy access and equity	**68.5%** customer satisfaction score exceeding 68% target	**91.3%** ↑ combined grade of service score
Genuine engagement, respect and reconciliation	Launch of Innovate Reconciliation Action Plan	Contributed to 5 Energy Charter #BetterTogether projects
Social value	**$130,000** in grants to 30 community projects	**1850+** ↑ volunteer hours by our people

Energy access and equity

Our commitment

Support our customers by advocating for affordable, equitable and flexible energy services

In the energy transition, our customers needs are evolving and increasingly divergent. What hasn't changed is the importance of accessible and affordable electricity services. We are focused on investing wisely, enabling flexible energy use and engaging with customers on the services they value most. We use our influence to advocate on energy issues that impact our customers, including pricing reforms and better energy efficiency standards for homes and rental properties.

South Australians are installing more solar than anywhere else in the world. The growing mismatch between when renewable electricity is made, and when it's used, is a real challenge for the network. By using the network in smarter, more flexible ways, we are trying to do more with the existing network and energy resources customers have invested in. We are combining traditional network investment with smart non-network solutions, to help drive a lower-cost energy system.

Our role in advocating for accessible and equitable energy

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 to improve outcomes for customers. We encourage targeted policies to help customers, including renters, access resources to generate, optimise, and share affordable renewable energy.

We advocate for raising rental property efficiency standards and disclosures to lower energy bills for tenants. We are also working with industry and government to develop and pilot innovative approaches to pricing and flexible demand, for example tariff changes involved with our Flexible Exports offering and Energy Masters pilot. We have proactively fostered a positive working relationship with the South Australian Government and we are fortunate to be working hand-in-hand on the energy transition.

Customer expectations are increasingly shaped by their experiences with other sectors, 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.



Our progress in 2025

Our contribution to the cost of energy

Our distribution charges make up around 27% of the average residential electricity bill in 2025/26. This equates to around $11 per week for the average residential customer. This distribution component has reduced in real terms from $756 per year to $578 per year for the average residential electricity bill over the period since we were privatised in 1999.

As a monopoly business our revenue is independently determined and capped by the Australian Energy Regulator (AER) on a 5-yearly basis. This follows an extensive process of engagement with customers and stakeholders to understand the services they require and their willingness to pay for the level of service they might seek. The AER also approves our network tariff structures every five years and our annual network price changes.

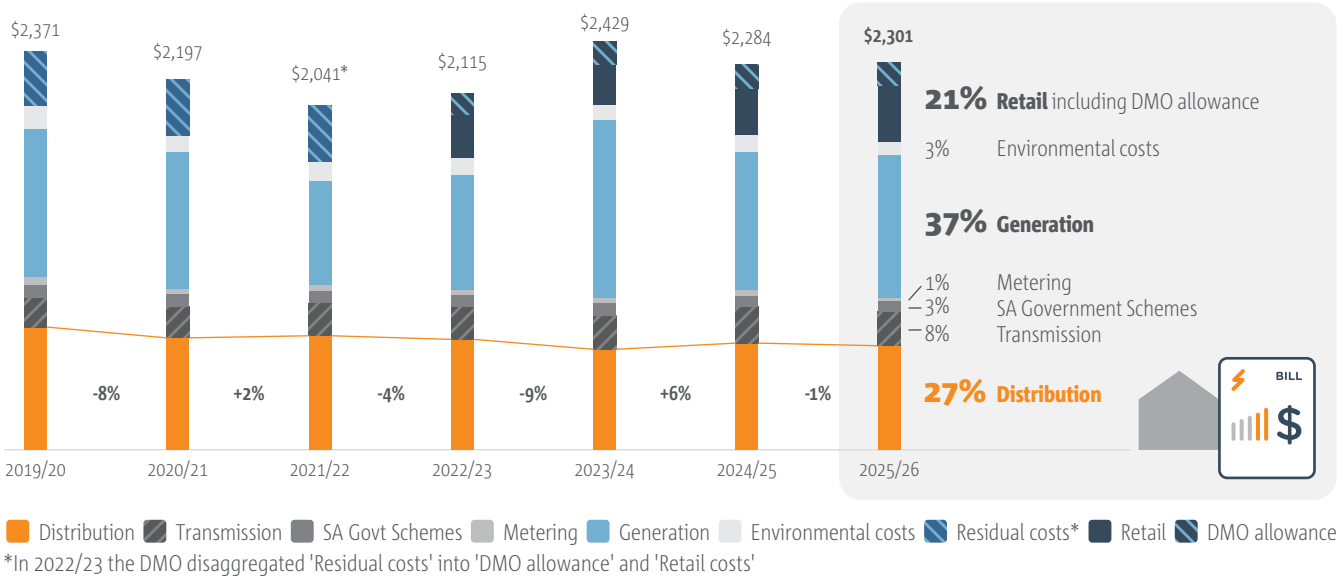
The AER's Regulatory Determination in April 2025 will enable us, over the 2025–30 regulatory period, to:

- upgrade our customer-facing systems to improve the customer experience and empower their decision making
- increase our distribution network asset replacement program to maintain a safe, reliable and resilient network for all customers
- increase our cyber security measures to build resilience in the face of growing cyber threats
- enable the connection of more consumer energy resources to further support the delivery of clean energy and unlock future value for South Australia.

These measures can be delivered whilst achieving a 6% real reduction in distribution bills by 2029/30, compared to 2024/25.

Historical average residential electricity bill costs
Based on Default Market Offer (DMO) 4,000kWh p.a. including GST

While generation and retail prices have been volatile, **distribution costs have reduced** in real terms since 2019/20 **by $105 (15%)**



*In 2022/23 the DMO disaggregated 'Residual costs' into 'DMO allowance' and 'Retail costs'

#BetterTogether initiatives

Energy Charter #BetterTogether initiatives bring together energy businesses, customers and communities, advocates and other stakeholders to address specific energy issues our customers and community experience, and deliver tangible improvements. #BetterTogether initiatives align to The Energy Charter Principles and focus on collaboration, are grounded in lived experience, and are scaled for real-world impact in our communities. SA Power Networks is involved in several initiatives:



Better protections for Life Support Customers

Since its launch in 2023, we have continued to co-lead this initiative to strengthen protections, engagement and preparedness for customers who depend on medical equipment for life support. Following extensive engagement and collaboration with consumer health groups, medical peak bodies, a lived experience panel, advocates and energy businesses, the initiative delivered power outage template plans and checklists specifically for Life Support Customers and their support people.

These artefacts were launched through a dedicated microsite When it happens to you, know what to do, which features plain English content, translations into five priority languages, First Nations design, Easy Read materials and Auslan-captioned videos. We have promoted the new resources to the community through councils, community groups and as part of a wider 'Don't Wait for Summer' awareness campaign. The project's success was recognised at the 2025 Shared Value Awards winning 'Enhancing the Community'.

The project continues to seek strengthened Life Support Customer registers and processes through the ongoing proposed Australian Energy Market Commission (AEMC) rule change, aimed at better visibility through updated life support eligibility criteria based on medical need, a standardised medical registration process, and an improved registration and deregistration process.

Community Energy Resilience

As climate change makes extreme weather increasingly unpredictable, the risk of unplanned power outages rises, impacting communities. We participated in the Community Energy Resilience initiative focused on improving customer and community preparedness for unplanned power outages. The initiative strengthens household preparedness and improves customer knowledge of what to do when the power goes out through co-developed clear, accessible templates and resources.

Available through a dedicated microsite Check. Plan. Do. Power Outage Plan, these materials and resources were promoted alongside the dedicated Life Support materials in the annual 'Don't Wait for Summer' awareness campaign, reaching more than 80,000 South Australians across digital, direct SMS and email, and media channels.

Energy Literacy – Train the Trainer program

Building on the engagement and scoping completed in 2024, we continued to develop a training program aimed at increasing energy literacy for those experiencing financial vulnerability. We delivered a pilot session to Financial Wellbeing Worker representatives, using their feedback to refine two training modules. The program will be delivered as 10 sessions across metropolitan and regional areas in 2026.

The training modules focus on simple, easy tips for learners, with the program including take-home resources that support ongoing energy management in the home to reduce energy costs.

Customer-Led Tariffs

Alongside two project partners, SA Power Networks is undertaking a three-stage project to explore how network tariffs paired with innovative retail offerings, can improve affordability, efficiency, and customer participation in the energy transition. A dedicated Customer Outcomes Group ensures that the customer voice is central to project decision-making.

In stage 1, we explored customers' preferences and design principles.

In stage 2, we designed and tested six network tariffs through a proof-of-concept modelling exercise.

The Customer-Led Tariff Stage 2 Report summarises four key recommendations.

Stage 3 is currently under development.

Helping customers stay connected

We have trialled how we can help customers avoid disconnection for late payment, through 'Connecting Before We Disconnect, an SMS Trial (The Power of a Message from a Trusted Source)', as customers are more responsive to contact from SA Power Networks than from retailers.

After receiving a 'Disconnection for Non-Payment order' from retailers, SA Power Networks sends customers an SMS advising them their retailer has requested disconnection and encouraging urgent contact to resolve the issue. The trial is showing good outcomes, with 32% of disconnections cancelled. More customers are engaging with their retailer before disconnection, and we've received positive feedback from internal teams and field crews.

Genuine engagement, respect and reconciliation

Our commitment

Recognise the diversity of our communities and the complexity of energy sector issues in our communications, engagement and decision making

We believe that our willingness to engage with our customers and communities and to listen and respond to their needs is fundamental to achieving balanced outcomes. We actively engage with stakeholders up and down the value chain to understand how we can better serve our customers. Our aim is to deliver customer-centred solutions that capitalise on the energy transition.

We recognise 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.

How we engage with our community

Our Stakeholder Engagement Framework facilitates our close work with stakeholders such as regulators, market bodies and customer advocates. Regular engagement helps us provide a consistent experience for our customers in a constantly changing energy market, with changing customer expectations.

Our engagement principles are aligned to the core values of the International Association for Public Participation (IAP2) spectrum. In addition to our comprehensive Customer Strategy (2021–2026), our Customer Charter outlines our commitments and guaranteed service levels.

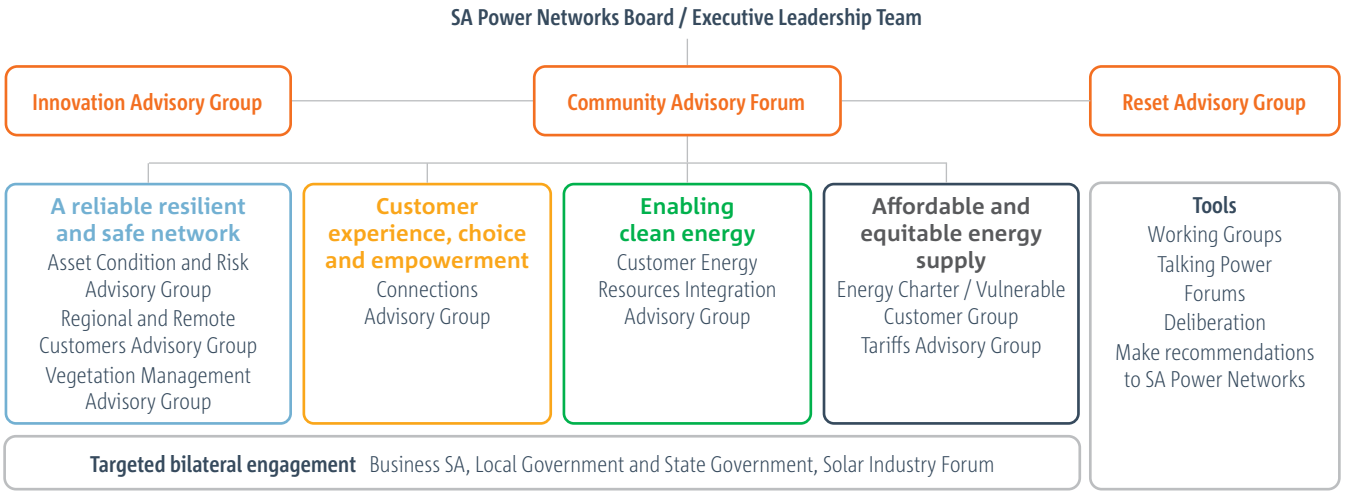
We are always seeking to improve the way we engage with our stakeholders. This year we completed a post-implementation review of our regulatory proposal engagement program to understand what went well, and where there was room for improvement.

The third-party review found SA Power Networks is highly regarded as a sector leader, with strong engagement and technical capability, and a trusted brand.

Stakeholders noted the desire to streamline engagement for the 2030–35 reset, better utilise business-as-usual engagement, and focus on topics that stakeholders can influence. These findings will feed into the design of the engagement program for the path to 2030, as well as the review of our consultative groups structure in early 2026.

Throughout the year, we engaged with our Community Advisory Forum and nine Advisory Groups on a range of topics to ensure the customer voice is heard and considered in our decision making. This included engagement with our new business-as-usual Reset Advisory Group on our post implementation review, expenditure and revenue outcomes. In 2025, we added an Innovation Advisory Group to provide visibility of SA Power Networks' Innovation Framework and feedback on the selection, prioritisation and delivery of Innovation Fund activities.

2025 Advisory group structure



Our progress in 2025

Improving customer experience, supported by live insights dashboard

In 2025, we made a decisive shift in how customer interactions are managed and tracked at SA Power Networks. Our new insights dashboard provides teams with an integrated view of customer experience, combining operational performance data and customer feedback from different channels.

Our new approach to collecting customer feedback through digital surveys has significantly improved the timeliness, consistency and representativeness of insights. A selection of customers who interact with our services – such as during outages, contact centre enquiries or connection activities – receive a short survey within seven days of their experience. This ensures feedback is gathered from customers with direct, recent engagement.

In 2025, we received more than 23,000 responses, substantially strengthening our understanding of customer journeys and the drivers of satisfaction and dissatisfaction.

By bringing together survey-based customer feedback with operational data, we can more clearly identify where performance is impacting customers and target improvement activity at a practical level, including by service type, depot or feeder. This enables earlier identification of emerging issues and more focused action across the business.

As part of these improvements, we've established regular feedback loops with operational teams, leaders and executive team to drive action in priority areas. Customer satisfaction (CSAT) has also been redefined to ensure a consistent and comparable measure across the business. In 2025, we exceeded our refreshed CSAT target of 68%.

Alongside this, the Customer Experience team has delivered several complementary initiatives:



Refreshed customer letters, website content, contracts and terms to improve clarity and consistency



Improved outage communications by refining message timing, using clearer language and explaining the cause of outages so customers better understand why work is occurring



Delivered dedicated empathy training to more than 25 contact centre and customer service employees to support higher quality customer interactions



Strengthened complaint management by enhancing root cause analysis, introducing clearer service level agreements across the business, targeting areas of repeat concern and reducing escalations.

NeCXt Program mobilisation

Over the coming years, we are committed to driving further improvements in customer interactions and operational efficiency through modernisation of our digital customer platforms, including our customer notification system, website, Customer Relationship Management and customer portals. In 2025, we established the foundations for this project, setting the strategic direction and mobilising key program personnel. In 2026, we plan to advance key initiatives alongside the development of our data foundations. These efforts will pave the way for a significant modernisation of our digital capabilities, improving the service we provide customers and enhancing the employee experience.

Enhancing community resilience in Hawker

In May 2025, SA Power Networks participated in a workshop facilitated by the First Nations Clean Energy Network, the Flinders Ranges Council and Outback Communities Authority to understand the impacts of the outages on the Hawker community and consider solutions that could improve energy supply in the region. The workshop aimed to develop recommendations to both improve responses to future outages and strengthen the resilience of community energy infrastructure.

A joint ElectraNet Customer Advisory Panel and SA Power Networks Customer Advisory Forum meeting was held in October to understand each other's scope and priorities. Agenda items of interest to both organisations were the role demand forecasting plays in network investment and the process required for the future supply to Leigh Creek and Hawker townships.

Developing a Vulnerable Customer Position Statement

SA Power Networks is committed to improving affordability for vulnerable households and advocating for energy efficient housing standards, improved energy policies for rental households and greater access to technology that helps optimise electricity use. We established a new role to support this work. Our Customer Innovation manager works closely with the Vulnerable Customer Advisory Group and key stakeholders to deeply understand and address the challenges faced by these customers. We are developing a Vulnerable Customer Position Statement to guide our efforts in 2026 and beyond.

Our commitment to reconciliation

The SA Power Networks Group is committed to a reconciliation process that supports the three pillars of relationships, respect and opportunities for First Nations peoples and communities. While our headquarters are on Kaurna land in Adelaide, our footprint is large and spans across more than 30 Traditional Owner groups across South Australia. Living in the communities we serve provides us with a unique opportunity to connect and strengthen meaningful relationships with First Nations peoples.

Our Reconciliation Action Plan (RAP) and our RAP Working Group guide our reconciliation actions internally, and with First Nations communities in South Australia and within our sphere of influence. Throughout the development and implementation of our first 'Reflect' RAP, we discovered the importance of the RAP being embedded into business-as-usual activities and operations.

We are committed to ongoing engagement with the RAP Working Group, First Nations employees and leaders to ensure our RAP is representative of the whole business.

Delivering our Reflect RAP commitments
Our Reflect RAP included delivery of more than 50 Reconciliation Educations Sessions, focused on building understanding of a Reconciliation Action Plan, First Nations culture, the support required from employees and establishing the way forward. In partnership with the Tjindu Foundation, we also delivered cultural awareness training to more than 335 leaders across SA Power Networks and Enerven (further details on page 39).



Launching our Innovate RAP
The SA Power Networks Group Innovate RAP cements our progress and good work to date, while recognising the next steps required to make a meaningful difference, deliver mutual benefit, and remain sustainable over time. In 2025, we established a First Nations Advisory Group including First Nations staff that will guide implementation alongside the RAP Coordinator and Working Group. The Innovate RAP will be delivered across two years, from October 2025 to October 2027. By embedding reconciliation at the core of our business, we have a pathway to move forward as one.

First Nations Forum
In November 2025, we hosted our first Nations Forum bringing together 14 Aboriginal community representatives from across South Australia for a day of open and practical conversation about how we work on Country. The day focused on: community priorities, cultural heritage, regional reliability and resilience, and ongoing engagement. Participants shared perspectives on how energy infrastructure and projects affect their communities, what matters most when work is taking place on Country, and how engagement can be improved. One of the strongest themes was the importance of being heard, raised alongside practical steps on how we can do this better in the future. We're grateful for the time, knowledge and lived experience shared on the day. Their insights will inform how we approach engagement, project planning and energy solutions into the future.

Our partnerships

Sponsor of Lowitja O'Donoghue Oration
Each year during National Reconciliation Week, the Don Dunstan Foundation runs the Lowitja O'Donoghue Oration in honour of influential Aboriginal leader, Dr Lowitja O'Donoghue AC CBE DSG. Romlie Mokak, a Djugun man and a member of the Yawuru people, delivered the 2025 oration reflecting on challenges facing Aboriginal and Torres Strait Islander peoples and focusing on the importance of connection. Our sponsorship helps secondary students from across SA attend the event.

Supporting partner for Crows On Country
Crows On Country provides a tailored, culturally inclusive education program, which aims to translate Aboriginal and Torres Strait Islander students' love and passion fo rAustralian rules football to increase school attendance and literacy in science and mathematics. The SA Power Networks partnership helps First Nations students and families in remote communities learn about career pathways in the power sector, engaging directly through classroom presentations and work experience. In 2025, students from Ceduna were involved in hands-on work experience through the program.

Enerven

Major sponsor for Port Adelaide Football Club's Power Community Ltd
This sponsorship promotes respectful relationships and meaningful employment pathways in First Nations young people through the Santos Aboriginal Power Cup, Empowered program and Keeping Safe Camps. The Power Cup, held during Reconciliation Week, attracts more than 700 First Nations students in years 10–12, engaging them in discussions on education and career pathways with a competitive football carnival at its centrepiece. Empowered, also for year 10–12 students, empowers young women by providing tools to help them identify healthy relationships and foster a well-developed sense of self.

Social value

Our commitment

Enhance positive social outcomes through our community partnerships and grants programs

The SA Power Networks Group is deeply committed to supporting our local community and economy. Through our core service – powering homes and businesses across the state – we contribute to economic growth by creating jobs, driving infrastructure projects, fostering innovation, advocating for customer outcomes and buying local goods and services.

Our ambition goes further: we strive to amplify the positive and meaningful impact we have on our customers, communities, and employees by backing South Australian community organisations and events. Through our grants and partnerships program, we support sporting, arts, cultural, and environmental groups that share our values and commitment to sustainability, helping to foster a more inclusive, connected, and resilient South Australia for generations to come.

Through the Employee Foundation, our people can contribute directly to community causes through payroll donations, fundraising and volunteering. The SA Power Networks Group provides every employee a full day of volunteering leave each year.

Our progress in 2025

Community Partnerships

Giving back and building strong connections within the community in which we live and work has always been at the heart of what we do. Since 1995, we've supported and partnered with organisations that reflect the values and needs of South Australians, helping create new opportunities and driving lasting impact.

In 2025, our Community Partnerships program continued to support a wide range of causes and aspirations, reflecting the breadth and diversity of our community. Guided by four focus areas – community, safety, sustainability, and innovation – we collaborated with local and regional partners across the state. We've highlighted three partnerships that connect to our broader sustainability commitments.







Australia Day Council of South Australia – Mourning in the Morning
Since 2019, SA Power Networks has supported Mourning in the Morning - an annual event hosted on the morning of 26 January to honour Aboriginal and Torres Strait Islander peoples, their histories, cultures, and perspectives. In 2025, more than 2,000 South Australians attended, with Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians coming together in reconciliation and unity.

Feast Festival – Celebrating Pride and Creative Diversity
As the Regional Partner for Feast Festival, we are proud to support an inclusive celebration of LGBTQIA+ culture, creativity, and community across South Australia. In 2025, we funded 10 regional grants, aiming to expand Feast's reach and strengthen its presence in regional communities.

Zoos SA and Illuminate Adelaide – Bringing the Community Together
SA Power Networks was the 2025 presenting partner for Universal Kingdom: The Next Era, a collaboration between Illuminate Adelaide and Zoos SA, where immersive art, technology, and nature converge after dark to celebrate conversation and creativity. In July 2025, Adelaide Zoo was transformed into a prehistoric exploration that welcomed over 20,000 families, visitors and wildlife enthusiasts alike.

Community Grants

Now in its fourth year, SA Power Networks awarded $130,00 to 30 projects across the state through its Community Grants program. In 2025, funding was available under two categories: **Fostering reconciliation and cultural understanding** and **Growing a sustainable SA**. Recipients represent a diverse range of community organisations, schools and not-for-profits. More than 40% of projects are in regional areas.

Projects promoting reconciliation and cultural understanding included the creation of First Nations artworks, cultural awareness training, and initiatives that celebrate Aboriginal heritage and traditions. These efforts aim to strengthen community connections, foster inclusivity, and empower individuals to engage with First Nations culture in meaningful ways.

For 'Growing a sustainable SA', funding was awarded to projects that reduce environmental impact, promote renewable energy, and enhance community wellbeing. Initiatives include solar energy installations, waste management programs, and infrastructure upgrades to improve energy efficiency and reduce landfill. Many projects also seek to educate and encourage communities to adopt sustainable practices in their own lives.

Since launching the Community Grants Program in 2022, SA Power Networks has contributed more than $500,000 to support local initiatives across South Australia.

2025 grant recipients include:

Tika Tirka Community Events
Aboriginal Community Housing Ltd, Metro (Adelaide)
Hosting a series of public workshops on bush tucker, Stobie pole art and content creation to empower and build people's skills at the Tika Tirka facility.

Solar Battery Environmental Initiative
Andrews Farm Soccer Club, Metro (Davoren Park)
Installing solar batteries to complement newly installed solar panels to assist in significantly reducing the club's carbon footprint.

Reconciliation Cultural Garden Artwork
Berri Regional Secondary College, Riverland
Working with a local Aboriginal artist and Traditional Owner to create a steel artwork for a Reconciliation Cultural Garden.

Waste Management Initiative
Meadows Country Fair, Adelaide Hills
Implementing a targeted waste management initiative aimed at significantly reducing landfill contributions from the event and promoting responsible disposal practices.

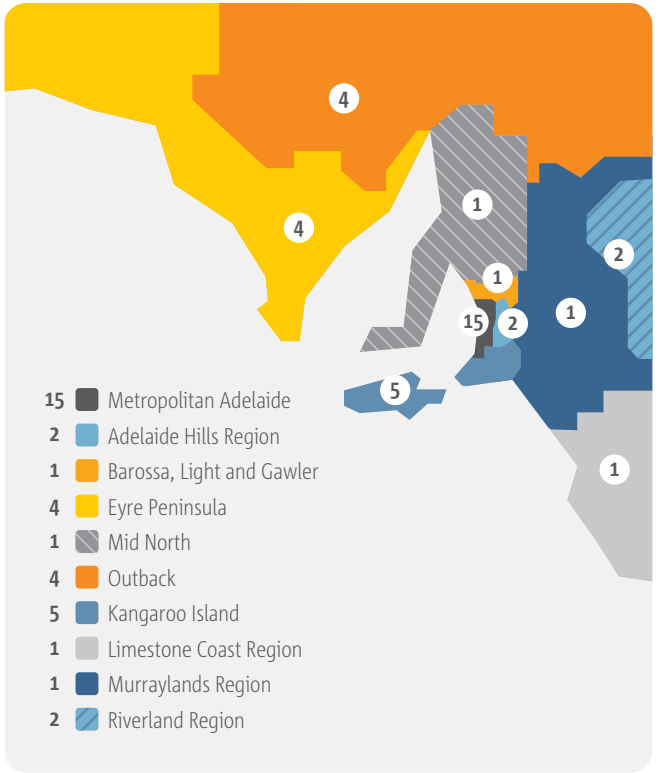
Thrive Workshop Series:
Electrification and Sustainable Living for Everyone
Mission Possible, Metro (Adelaide)
Creating workshops to educate residents living in rental and social housing to support electrification and enhance sustainable living practices.

Kids on Country Transport Funding
Roma Mitchell Secondary College, Metro (Gepps Cross)
Providing an immersive Kids on Country excursion led by Aboriginal Rangers and Elders to help young people connect with culture and country.

First Nations Mural
Crystal Brook Kindergarten, Mid North
Commissioning a local Aboriginal artist to paint a mural that celebrates and brings Nukunu stories, local heritage and community into the kindergarten setting.



Crystal Brook Kindergarten mural celebrating Nukunu stories



30 projects funded across SA through our Community Grants

Transforming energy

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

UN Sustainable Development Goals



Our commitment

Our performance

Supporting the energy transition



3.4GW
Distributed Energy Resource capacity connected to the network



90%+
of eligible customers signing up to Flexible Exports

Energy Masters

530+
home energy management systems and smart appliances installed through Energy Masters

Resilience and reliability



9,997GWh
electricity distributed in 2025



Achieved system reliability target



1st
network community battery installed

Supporting the energy transition

Our commitment

Unlock value of distributed and consumer energy resources and enable electrification of homes and businesses, contributing to Australia's net zero targets through strategic investment, collaboration and advocacy

The energy transition is changing the role of distribution networks. Just 20 years ago, our network only supplied energy generated by large, centralised, fossil-fueled generators. Now, almost one in two households generate electricity for their own use and export to the grid. We are actively leveraging our unique circumstances to help South Australia transition to a distributed and decarbonised energy system, and work toward a future where energy is clean, reliable and affordable.

How we support the energy transition

We're managing the shift to widespread and decentralised consumer energy resources directly connected into the electricity distribution network by expanding our distribution system operator (DSO) capabilities. Key steps in SA Power Networks' DSO evolution to date are outlined on page 8.

As described by the CSIRO, "a DSO orchestrates the 'system' of network assets, flexible and inflexible demand, customer-owned energy resources and large-scale distributed energy resources to deliver enhanced technical, economic and customer outcomes not possible by managing network assets alone."[5]

In 2025, Australia's Energy Ministers recognised distribution networks are best-placed to take on this role, in line with recommendations from the Consumer Energy Resources Taskforce. The recommendations outline the next steps required to formalise this within the policies and regulations that govern distribution networks.[6]

We have a roadmap to unlock more value from existing network infrastructure and leverage our community's significant and ongoing investment in solar, batteries and increasingly, electrics vehicles. Enabling South Australia's transition to a distributed and decarbonised energy system involves targeted investment to integrate consumer energy resources, support customer demand flexibility, and augment and replace assets where required.

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



Our progress in 2025

Flexible Exports live across South Australia

As South Australia's distribution network provider, we play a critical role in enabling continued uptake of rooftop solar while maintaining a secure and reliable network. With nearly half of all residential customers in South Australia having rooftop solar, our network now experiences high levels of excess solar energy being exported during sunlight hours. If left unmanaged, these exports cause widespread congestion in the local network, resulting in poor power quality or even network outages.

Our world-first Flexible Exports connection offering manages this congestion, while enabling more solar energy exports in the process. It works by adjusting customers' export limits based on the local network conditions – allowing customers to export more energy to the grid when capacity is available and reducing exports during periods of network congestion.

Flexible Exports reached a major milestone in 2025. After being first released in a limited trial in 2021 and then progressively rolled out across the state from July 2023, the offer is now available statewide.

Rural customer offering – the final step of the rollout
Regional networks, particularly SWER networks, typically have less capacity to host solar exports. These Single Wire Earth Return (SWER) networks are single-phase distribution lines that serve around 30% of the state, connecting farms and rural properties to the network.

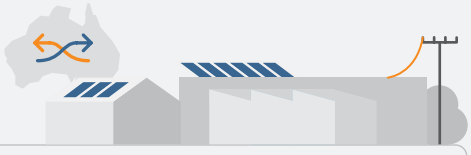
Early phases of the Flexible Exports rollout focused on the metropolitan network. In 2025, the final step was to develop a SWER specific Flexible Exports offering and make this available in regional areas. In addition to greater levels of solar export, this new offer allows SWER customers to double the amount of solar and batteries they can install – a change that was often requested from regional customers.

Leading national efforts to harmonise solar integration technology
SA Power Networks' Flexible Exports program has set the national direction for the integration of rooftop solar into distribution networks. From day one, the program was designed with national adoption in mind.

Technology, standards and frameworks were developed so they could be implemented across the country. The technology approach is now deployed in Victoria, New South Wales, Queensland, Western Australian and the Australian Capital Territory, with other Australian jurisdictions planning implementation programs.

In 2025, SA Power Networks transitioned key responsibilities to national bodies representing a significant milestone in the journey to business-as-usual operations, as outlined in the table below. This collaborative effort – led by South Australian customers and SA Power Networks – has made Australia a global leader,[7,8] setting a benchmark for integration of consumer energy resources.

The statewide implementation of Flexible Exports is a major step towards achieving South Australia's renewable energy targets and helps reduce our reliance on fossil fuels. By enabling more solar export, fostering innovation, and driving national harmonisation, its impact goes far beyond local customers, contributing to the broader transformation of Australia's energy landscape.



Our role in innovation	Becoming business as usual
In 2020 we **started developing and testing the standard communications protocol** networks use to communicate flexible export limits to inverters.	CSIP-AUS[3] Standard has been adopted across the country, now independently governed through Australian National University, the DEIP (Distributed Energy Integration Program) Interoperability Steering Committee, and Standards Australia.
Having defined inverter requirements and without a suitable alternative available in Australia, SA Power Networks initially ran all **testing and certification** to determine compliance with Australian requirements.	In 2025, we supported Australian National University to take over testing and certification.
Secure digital communications between energy networks and smart devices are critical in the transition to a renewable and distributed energy future. Our team helped build the case for a collaborative, national industry initiative for this purpose.	National Energy Public Key Infrastructure (NEPKI) is being established as a not-for-profit organisation tasked with delivering secure, interoperable, and compliant digital identity and encryption services for consumer energy resources.

31,000+
customers have signed up to Flexible Exports since it launched, representing over 90% of all new and upgrading connections

Service levels above **98.1%**
(the average duration of full export against agreed limit)

National Energy Public Key Infrastructure awarded **Energy Networks Australia Chair's Recognition Award**

Market Active Solar

Funded by the Australian Renewable Energy Agency's (ARENA) Advancing Renewables Program, Market Active Solar is an industry-first collaboration between SA Power Networks and energy retailers. It demonstrates how Flexible Exports can work alongside retailer solar management offers to integrate solar efficiently in the network and wholesale energy market. This was tested through a 12-month trial, which tested customers' experience, understanding, and acceptance of market and network-driven solar curtailment, and the level of incentive required to unlock sufficient value for customers. Market Active Solar achieved zero customer churn, with customers deeply engaging with communication materials provided.

The project has also demonstrated how SA Power Networks' digital platforms developed for Flexible Exports, compatible with over 99% of solar systems installed today, can be leveraged by retailers to enable rapid and low-cost deployment of retailer orchestration offers / Virtual Power Plants. This presents an attractive alternative for retailers as compared to building their own costly orchestration platforms and integrations. After the success of the trial, we are exploring the expansion of this capability to other retailers.

Our leadership was recognised by the Premier's Award for Productivity Improvement (Energy) in 2025. The outcomes of the trial will inform future market design and demonstrate scalable pathways for retailers and distribution networks to actively manage rooftop solar exports, in the best interest of customers, the market and the network.

2025 Premier's Award for Productivity Improvement (Energy)

Flexible Connections

After several years of trialing flexible tariffs for customers, SA Power Networks launched a Flexible Connection offer for major Commercial and Industrial (C&I) customers which rewards them for being flexible with their demand. This is a natural evolution of our residential Flexible Exports program, applying similar technology to site-level net import and export levels. In return for keeping their site within our dynamic network limits, major customers can avoid certain augmentation charges and benefit from ongoing incentives through reduced network tariffs. So far, we have six major customers operating under this new offer, with an additional 17 sites already committed over the next 24 months. Standalone batteries, data centres, and fast EV chargers have shown initial interest in these offers. We'll continue to evolve and expand the offer in line with our distribution system operator capabilities, recognising the potential for flexible connections to increase utilisation of our existing network infrastructure, which benefits all customers.

Simplifying and harmonising vehicle to grid connections

We are working to simplify how customers and industry connect electric vehicles to the grid. Through our active role in the Energy Networks Australia EV Working Group, we are adjusting our grid connection rules and processes to harmonise national connection standards: reducing duplication across networks and improving consistency for installers and proponents. We are also paving the way for bidirectional charging (V2G) by publishing installer guides, and sharing knowledge with industry, other electricity distribution network service providers, and international equipment manufacturers to accelerate the safe and efficient integration of EVs into South Australia's network. We are supporting third-party trials through tailored exemption processes, with the first CCS2 (Combined Charging System 2) plug-compatible bidirectional chargers installed in several homes across South Australia in 2025.

Energy Masters

2025 saw significant progress in the Energy Masters project, which aims to demonstrate the customer and industry benefits of demand flexibility and smart electric homes. Supported by ARENA funding, SA Power Networks is leading the project alongside the South Australian Department for Energy and Mining and delivery partners.

Five-hundred South Australian households will be selected to participate in the project, which aims to:

- trial flexible energy use through home energy management technology and smart appliances (reverse cycle air conditioners, heat pump hot water systems and smart EV chargers)
- test simple, customer-focused energy plans (including retail offers and tariff structures) that are designed to reward flexibility
- share the learnings to make energy-smart homes a reality at scale across Australia, through the development of interoperability standards.

2,000+
expressions of interest in the program

30%+
of participants recruited are from **'Priority Group' or low income households** (exceeding 10% target)

150+
home energy management systems installed for free

380+
subsidised smart appliances installed

750+
survey responses by participants, control group and general population

2nd
Lessons Learnt Report published

Innovation framework

In 2025, we expanded the scope of our successful innovation program to include dedicated portfolios for Customers and Asset Management & Operations. This was supported by the AER, approving our first innovation fund for $20 million over the next five years. An external Innovation Advisory Group was established to provide customer and industry oversight. The innovation framework enables consistent prioritisation, implementation and measurement of innovative initiatives helping us achieve our objective to deliver meaningful customer, business and industry outcomes. By the end of 2025 there were 23 active projects in our Innovation Pipeline, aligning to our three Innovation Portfolios.

Enerven

Enerven selected to design and construct Eraring BESS

Since being awarded Stage 1 in 2023, Enerven has now been chosen to design and construct all three stages of Origin Energy's Eraring BESS, a project set to become the largest battery energy storage system in the Southern Hemisphere. With a total capacity and storage of 700MW/2,800MWh, the Eraring BESS is a cornerstone of Australia's renewable energy transition and grid stability efforts.

Spanning more than 17 hectares, the Eraring BESS will feature more than 2,000 individual battery enclosures and 180 kilometres of cabling. When cycled once daily, it will dispatch enough energy to power more than 150,000 New South Wales households annually, providing critical support for variable renewable energy sources like wind and solar.

Enerven

Reshaping work: Drone stringing milestone on the Hydrogen Jobs Plan Project

Enerven is developing new drone capabilities that are changing the way electricity infrastructure construction is planned and executed, with wide-ranging applications across high-voltage transmission, distribution, renewables and telecommunications. High-resolution inspections of transmission lines, substations, battery systems and wind farms are performed quickly and safely with the use of drone technology without the need for shutdowns or people to work at heights. These flights generate condition reports and interactive dashboards, enabling proactive asset management and reducing downtime.

In 2025, Enerven developed a new high voltage stringing methodology to make work safer and more efficient. After thorough testing, it was applied on site on ElectraNet's Hydrogen Jobs Plan Project, based in the Eyre Peninsula region of South Australia. Despite facing weather challenges such as heavy crosswinds and stringing across critical highway and trail transport infrastructure, the team managed to complete all rope spans safely and on schedule.



Retailer Energy Productivity Scheme (REPS) 2026–2030 Submission

In 2025, SA Power Networks championed a fair and efficient energy transition through its submission on the Retailer Energy Productivity Scheme (REPS) 2026–2030. Our advocacy focused on ensuring affordability, equity, and system-wide benefits:

- **Putting people first:** We urged a stronger cost-of-living lens to help vulnerable households participate in the energy transition including recommendations for higher subsidies and removal of co-payment gaps for essential upgrades; sub-targets for renters, regional and remote communities and partnerships with community organisations to improve access.
- **Planning for the future:** We called for REPS to align with South Australia's Electricity Development Plan, ensuring energy efficiency and demand flexibility initiatives reduce peak demand and defer costly network upgrades.
- **Maximising impact:** We advocated prioritising high-value activities such as home insulation and flexible demand technologies, and incorporating emissions reduction into scheme design to accelerate electrification and support net-zero goals.
- **Breaking down barriers:** Addressing split incentives for rental properties and improving program accessibility were key priorities. We recommended clearer communication, proactive outreach, and simplified processes to lift participation.
- **Trusted delivery:** To overcome information gaps and coordination challenges, we proposed establishing a statutory authority to deliver programs, provide trusted advice, and integrate social and energy policy.

These measures aim to ensure REPS delivers affordability, resilience, and emissions reduction benefits for all South Australians—supporting a fair and efficient energy transition.

Resilience and reliability

Our commitment

Provide a reliable, resilient and safe electricity network that proactively manages risks to community and environment

Reliability and resilience are central to how we operate the distribution network. Power outages can be highly disruptive for communities and businesses, and when they occur, customers often turn first to SA Power Networks for information.

We operate Australia's oldest electricity network, with around 80% of assets located above ground and more than half of the network situated in bushfire risk areas. In regional areas, long single radial lines supply entire townships, meaning a single fault upstream can impact all customers downstream. Climate change has the potential to increase the frequency and severity of severe weather events, further increasing the challenge of maintaining reliable network performance.

Our three-fold approach to climate change includes a plan to build the resilience of our grid, our people and our communities.

How we manage resilience and reliability

As an essential service, we understand that our customers expect a reliable electricity supply and a network that is resilient to the predicted impacts of climate change, including bushfires, severe weather and other risks such as cyber security threats.

Our resilience approach encompasses:

- **Our grid and our business:** We have a holistic approach to organisational resilience – as outlined in our *Organisational Resilience Policy and Framework* – that assists in managing both foreseen and unforeseen risks. This approach addresses the resilience through four key areas: risk management, business continuity, crisis and emergency management, cyber security and IT disaster recovery. Our *Strategic Asset Management Plan, Strategy for Network Resilience to Extreme Weather* and inaugural *Sustainability Report* outline how we manage network reliability and resilience, including for climate-related risks and opportunities.
- **Our people:** The safety of our people and our contractors is paramount. We maintain a strong focus on protecting their wellbeing as climate change creates increasingly challenging conditions.
- **Our customers and communities:** We engage with customers to identify and deploy approaches to maintain reliability and improve the resilience of the grid, particularly for our worst served customers and regions. This includes testing low-carbon technologies to replace traditional approaches and accelerate decarbonisation. We also advocate for policies and regulation that supports climate mitigation and adaption activities.

Maintaining reliability and improving resilience requires an ongoing program of technical and operational works to manage current and predicted future challenges we are facing in South Australia, including:

- construction, maintenance and improvement works
- feeder automation
- vegetation management
- asset inspections
- bushfire risk management and emergency response programs
- expansion of distribution system operator capabilities and development of advanced network architecture
- introducing and improving key procedures
- improving information to our customers and collaborators
- new technology, innovation and research projects
- ongoing daily reliability management activities.

Additional details on key activities can found in our *ESG Databook*. We have regulatory obligations to achieve certain reliability and performance standards and financial penalties may apply where we fail to meet these standards.

We work closely with the South Australian Government, AEMO, Essential Services Commission of South Australia (ESCOSA) and the state's transmission network operator, ElectraNet, to improve technical capabilities to help support the energy system during severe situations, extreme weather events and other abnormal conditions, and play our part in optimising the energy system.

Our progress in 2025

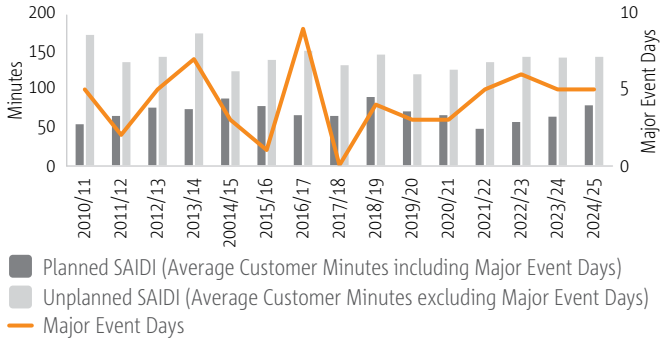
Our network performance

Network reliability is measured by the frequency and duration of supply interruptions, as well as the number of customers affected. These measures form part of the AER's Service Target Performance Incentive Scheme (STPIS), which incentivises distribution networks to deliver strong reliability outcomes for customers.

The system average interruption duration index (SAIDI) measures the total duration (or 'minutes off') experienced by the average customer. For the 2024/25 regulatory year, we met our unplanned SAIDI target of 143 minutes, excluding major event days. There were 5 major event days in the 2024/25 regulatory year. We are committed to addressing common drivers of outages including:

- vegetation, resulting from significant and tighter vegetation planning aimed at increasing Adelaide's tree canopy cover
- increased lightning activity across South Australia
- growth of Grey Headed Flying Fox colonies in the Adelaide Parklands and regional areas
- third party incidents, such as accidental vehicle collisions with power infrastructure.

System Average Interruption Duration Index (SAIDI)



Network optimisation for enhanced management of distributed energy resources

Over the past two years, SA Power Networks has been developing an application within our Advanced Distribution Management System (ADMS) to increase our understanding of live network constraints. This platform – the Distributed Energy Resource Management System (DERMS) – will improve how we manage grid connected and behind-the-meter solar panels, batteries and vehicle-to-grid connections.

For SA Power Networks, we're committed to enabling electricity exports while maintaining a safe and secure network. DERMS will help us issue emergency controls, as well as calculate and communicate the network's "dynamic operating envelope": a flexible limit on how much power a device or system can export to the grid, which adjusts in real time based on local network or system-wide conditions to maintain stability and efficiency.

This improvement means customers will have more opportunity to export to the grid, as our Flexible Exports limits will be based on current network topology and conditions, rather than relying on offline calculations.

In 2025, we completed the first phase of its development. DERMS will initially be launched for emergency control backstop in mid-2026, providing one single interface to manage minimum system demand conditions. Further capabilities, like dynamic operating envelopes, will be rolling out over the remainder of the year.

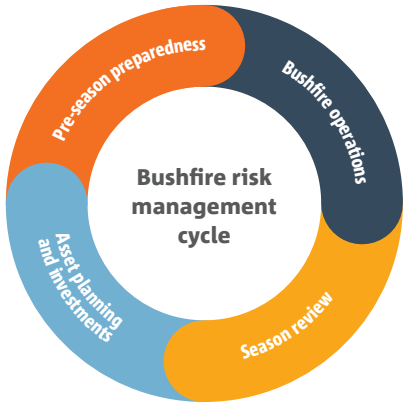
Updating our demand forecasting tool

Our new demand forecasting tool delivers dynamic, highly granular modelling of customer and network behaviour, moving from basic annual peak forecasts to scenario-driven time of day projections. This upgrade supports a modernised planning approach, integration of flexible connections, and informed investment decisions, supporting a smarter, more resilient energy future.

Managing bushfire risk

Like many places, South Australia is experiencing longer, more severe fire risk conditions extending well beyond the official bushfire season. Bushfires pose a very real threat to lives, property, environment and critical infrastructure such as water and power supply. Electrical infrastructure can start fires if damaged or impacted by vegetation or animals. Fire starts from vegetation is a major corporate risk and SA Power Networks has statutory duties under the *Electricity Act 1996* to clear vegetation from powerlines.

To reduce risk of fire starts and maintain reliable electricity supply, we implement rigorous and proactive bushfire risk management planning and adaptation that includes vegetation and asset management programs, risk modelling, weather monitoring and mandatory staff and contractor training. Before the start of the 2025 bushfire danger season, our vegetation management program trimmed vegetation over 71,000 spans of powerline.



Governance:
Bushfire Risk Management Committee

Collaboration and communication:
energy industry, emergency services, government, universities and customers

Delivery of eight regional community batteries in progress

Community batteries have potential to improve the efficiency and resilience of South Australia's electricity network, and deliver benefits to the communities in which they operate. Through a partnership with ARENA, SA Power Networks is delivering a portfolio of eight community batteries across the state. This project will trial a range of use cases – including network support, community resilience, and electric vehicle charging – for how batteries can participate in the energy market:

- **Two high voltage network support batteries** in regional substations, adding peak load capacity in growing regional towns as an alternative to traditional network augmentation.
- **Four EV charger support batteries**, to enable installation of fast EV chargers in locations where connections have previously been prohibitively expensive due to network constraints.
- **Two community resilience batteries**, which will provide a source of backup power for key community services in regional and remote areas vulnerable to long-duration, widespread power outages.

In 2025, we made significant progress on this project. The first high voltage network support battery was installed in December 2025. The remaining batteries have been purchased, with delivery and installation expected in the first half of 2026.

The learnings from this trial will help us understand the customer benefits of community batteries and the most effective role we can play in planning, deploying, and operating them. Our goal is to build the expertise and processes needed to make community batteries a standard, scalable network solution that supports both local communities and the wider energy system governance.



Conserving the environment

Contributing to positive environmental outcomes

Contributing to



Our commitment	Our performance	
Emissions reduction	**22.3%** ↓ reduction in Scope 1 and 2 emissions compared to 2024	**42%** ↑ of our passenger fleet is electric (EV/PHEV)
Circular economy	**91.4%** ↑ of waste diverted from landfill – on track to meet net zero waste by 2050	**14** ↑ recycling and reuse programs
Nature and biodiversity	**1171** animal protection jobs completed	**93** environmental assessments completed

Emissions reduction

Our commitment

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

Reducing global emissions is a critical step to mitigate increasing climate change impacts. As South Australia's electricity distribution network, we have a responsibility to enable network-wide emissions reduction as well as reducing emissions we produce through our operations.

Our carbon footprint is comprised of:

- **Scope 1 (direct)** greenhouse gas (GHG) emissions from fuel (diesel and petrol) use and sulphur hexafluoride (SF_6)
- **Scope 2 (indirect)** GHG emissions distribution line losses, the public lighting we maintain, and purchased electricity, including that used for our operations
- **Scope 3 (value chain)** GHG emissions predominantly from purchased goods and services, capital goods, fuel/energy related activities and waste generated from operations.

How we manage our emissions

We have committed to emissions reduction targets aligned with the guidance of the Science Based Targets initiative, aiming for net zero Scope 1 and 2 emissions by 2035 and net zero Scope 3 emissions by 2050.

Each year, SA Power Networks reports emissions under two protocols: to comply with the Australian Government's National Greenhouse and Energy Reporting scheme, and under the GHG Protocol Corporate Accounting and Reporting Standard for owner reporting.

2025 marked our first year disclosing our emissions reduction targets and climate-related financial risks and opportunities under AASB S2. This is further detailed on page 49 and available online.

Our progress in 2025

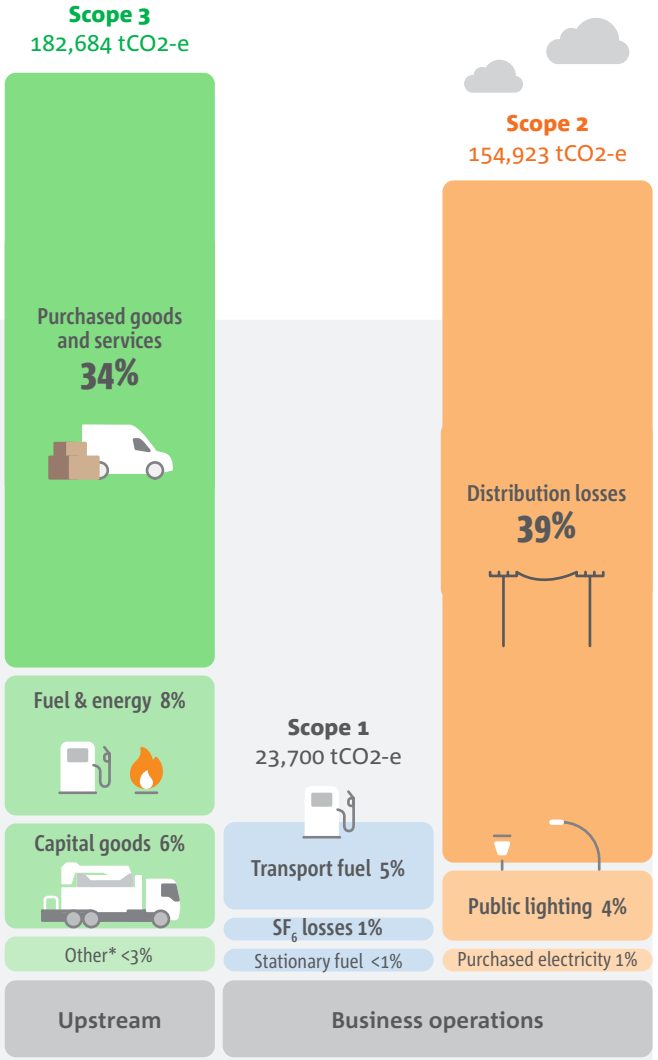
Our Group's emissions in 2025

For the 2025 reporting year, we reduced our total emissions to 361,272 tonnes CO_2-e, a **16.5% reduction** compared to last year.

Several factors are responsible improvement, including:

- **Ongoing reduction to South Australia's emissions factor:** the state's transition to renewable energy sources continues to reduce the emissions intensity of electricity generation.
- **Increasing energy-efficient LED public lighting:** the replacement of traditional lighting with LED technology reduces electricity consumption. Around 70% of the public lighting that SA Power Networks manages now uses LED technology, an increase of 3% from 2024.
- A decrease in network distribution losses driven by **an increase in embedded generation** entering the distribution network.

These results highlight the tight relationship between SA Power Networks Group emissions and state and national emissions reduction goals.



* Other includes: upstream transport and distribution, waste generated in operations, business travel, employee commuting

Understanding emissions profile of SA Power Networks and Enerven

A lot has changed in the energy landscape since the SA Power Networks Group set its first emissions reduction targets in 2021. Currently, our greenhouse gas emissions footprint and targets are reported for the consolidated group. In 2025, we commenced in-depth analysis to understand how SA Power Networks and Enerven's activities contribute to our Group's emissions. While strong renewable energy generation across South Australia means we're on track to meet our near-term Scope 1 and 2 targets, Enerven's dramatic growth means our Scope 3 targets are increasingly challenging to reach. We need to make sure our targets are realistic and align with our obligations to the regulator and our customers.

We're continuing the analysis in 2026 alongside long-term strategic planning, which will incorporate the Australian Energy Regulator's guidance on valuing emissions reduction. This planning will also help to develop our Climate Transition Action Plan, mapping the effort and resources required to meet our emissions reduction targets.

Any changes will be made in line with our GHG Emissions Recalculation and Restatement Guide, which outlines when we review and update our greenhouse gas emissions baseline year and targets.

Action on SF_6

Sulphur Hexafluoride (SF_6) is a synthetic gas commonly used in electricity transmission and distribution sectors as highly effective insulator and arc suppressant. Like most electricity distribution businesses, we manage a large number of high voltage switchgear assets including circuit breakers, gas insulated switchgear and ring main units. SF_6 is also an extremely persistent greenhouse gas over 24,000 times more potent than CO_2. While SF6 emissions account for less than 2% of our total emissions, we are committed to proactively managing this hard to abate greenhouse gas.

We're continuously improving the way we manage SF6 across the asset lifecycle. Since 2024, we have:

- established a working group to provide oversight and governance of improvement actions.
- enhanced processes to check SF_6 gas bottles in and out of the storeroom and record usage.
- improved visibility of SF_6 quantities in gas bottles on stock through closer tracking in our asset and inventory management system, SAP.
- connected SF_6 reduction targets to our asset management objectives.
- partnered with Schneider Electric to implement SF_6-free Ring Main Units, representing a major step forward in removing harmful emissions by design. This initiative was recognised with the Sustainability Impact Award at Schneider's Innovation Summit.

Additional initiatives are in progress, including work to update asset strategies for SF_6-containing assets and develop dashboards that provide clearer data on SF_6-related trends and insights. Our efforts to contain and progressively work towards replacement of SF6 equipment – which is generally more expensive and does not necessarily offer better technical performance – demonstrates our strong commitment to greenhouse gas emission reduction.

Continuing our fleet transition

SA Power Networks has made significant progress in its transition to electric (EV) and plug-in hybrid vehicles (PHEV), with 96 in operation across the fleet. This includes 86 passenger vehicles, three light commercial vehicles and seven electric forklifts.

We've increased the proportion of EVs and PHEVs from 29% of our passenger fleet in 2024 to 42% in 2025, with 56 charging stations across 67% of our sites.

Our progress has been supported by growing diversity in the Australian EV market. Technology and regulatory step-changes are required before viable electric options for heavy and specialised vehicles like elevated work platforms are readily available.

Helping our people power up

In 2025, SA Power Networks expanded its commitment to sustainable transport by providing its people with access to six 20kW AC electric vehicle chargers located at our Railway Terrace car park. These chargers are available through the Exploren mobile application, ensuring a streamlined and user-friendly experience for staff. We're actively developing plans to extend this initiative across additional sites.

Circular economy

Our commitment

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

Operating an electricity distribution network across metropolitan and regional South Australia requires management of diverse waste streams, often in complex logistical environments. These range from typical office waste to highly specialised materials such as transformers and Stobie poles. We apply circular economy principles to guide resource use and waste management across the network, regardless of where the waste is generated.

How we manage our resources

Circular economy thinking provides a framework for keeping resources in use for as long as possible, prioritising repair and reuse, and ultimately recycling products and materials at the end of their useful life. While the transition to renewable energy is central to global decarbonisation, emissions associated with the production, transport and use of materials account for around 45% of our global emissions footprint.

Addressing material consumption is critical to achieving net zero. By embracing circularity, we aim to reduce waste to landfill and lower emissions across our supply chain. We work across our business and with our suppliers and contractors to responsibly manage our resources and are making great progress towards our goal of becoming a zero waste organisation.

Our progress in 2025

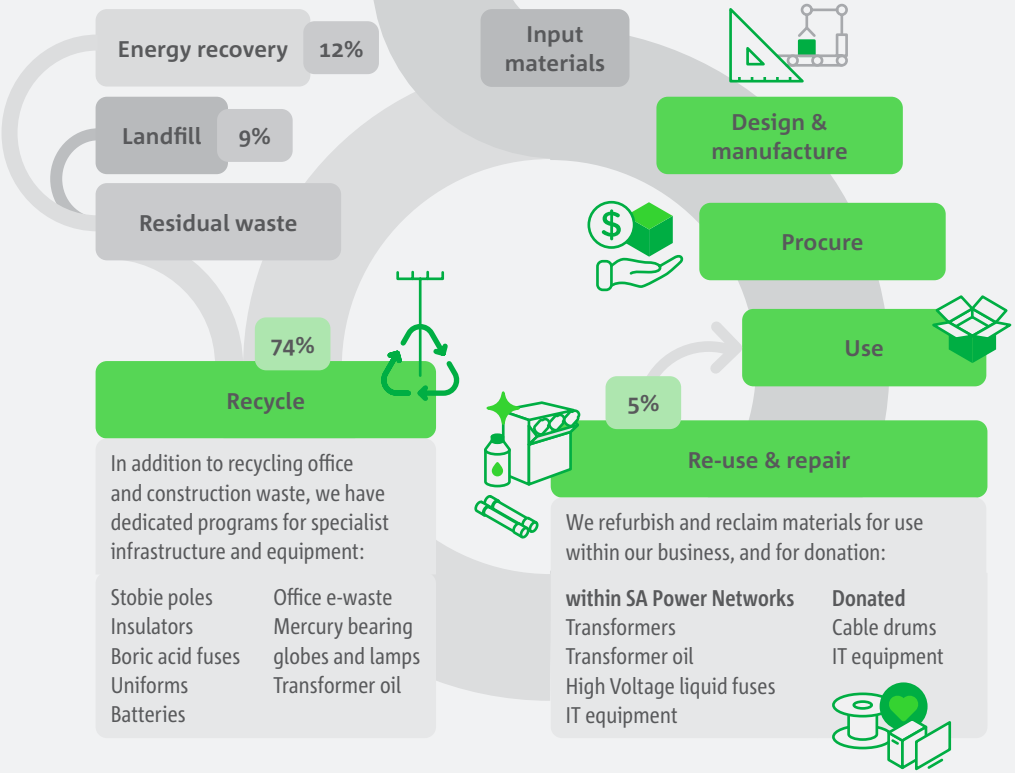
Retaining value by design

SA Power Networks continues to make progress on its circular economy targets, surpassing a 90% waste diversion rate for the first time in 2025. This means the vast majority of our waste is recycled, repurposed, or reused – keeping it out of landfill and giving it a second life.

This success is the result of mature recycling processes across all our sites, innovative partnerships, enhanced reporting practices, and a relentless focus on reducing waste at its source.

Hard to recover? Partner for success
We are committed to finding circular solutions for products and materials we commonly use, even those without easy recovery pathways. Working with partners who are also eager innovators has been crucial to keeping "hard to recycle" products and materials in the economy and achieving a waste diversion rate of 91.4%.

This diagram highlights our specialist reuse and recycling programs alongside our 2025 results for treatment of non-hazardous waste.



Circularity gap analysis

In 2025, SA Power Networks engaged an independent third-party to assess progress in embedding circular principles across the supply chain, from procurement to disposal. Our performance was measured using a Circular Maturity Framework across four principles: Use Less, Use Longer, Use Again, and Regeneration of Nature. The assessment showed SA Power Networks as a leader among Australian distribution network service providers, achieving a 'best practice' rating – the highest level – in two areas. These results highlight our commitment to advancing circular economy practices. A key strength is our approach to extending the lifespan of electrical assets through practices centred on longevity and repairability. By prioritising asset durability, we are maximising the efficiency of existing products and resources and helping set a benchmark for the industry.

Stobie Pole lifecycle assessment

SA Power Networks is funding a study to evaluate and extend the lifespan of Stobie poles. This initiative aims to reduce environmental impacts by improving durability, reducing waste, and exploring greener materials for future pole designs.

Eco-friendly design of Seaford Depot

SA Power Networks operates over 50 sites across metropolitan and regional South Australia, including depots, training centres, workshops and offices. When building or upgrading our facilities and equipment, we integrate sustainability principles into design, construction, and operation. In 2025, we opened our new Seaford Depot, responsible for maintaining 57 electricity distribution feeders and providing service to more than 70,000 customers across a diverse region that includes commercial, residential, industrial, and rural areas. The new depot brings significant benefits to the southern suburbs and the Fleurieu community, supporting jobs and enabling faster response times across the region.

Designed to enhance environmental performance, operational efficiency and crew safety, the Seaford Depot:

Reduces operational energy requirements – The building's orientation, design and materials reduce heating and cooling requirements while ensuring comfort through large eaves, high narrow windows on the western side, energy efficient LED lighting, and abundant natural light.

Harnesses renewable resources – 98kW of rooftop solar offsets energy consumption and 75,000-litre water storage tanks for beneficial reuse of captured rainwater to minimise environmental impact, and a retention basin collects and biologically filters surface water runoff before discharging.

Enables sustainable transport – Charging facilities for two EVs, with future capacity for up to 16 including commercial vehicle charging.

Supports crew wellbeing and safety – Comfortable facilities, more meeting rooms and outdoor spaces for breaks can help reduce fatigue and improve mental health. CCTV and electric fencing protect our crew and the community.



Nature and biodiversity

Our commitment

Protect nature and biodiversity in our activities and operations, and pursue opportunities to regenerate habitats in which we operate

Our network operates across diverse environments, including areas prone to bushfire and flooding. Spanning suburban and metropolitan environments, and rural, bushland and coastal landscapes, it covers more than 178,00km² and intersects with a wide range of communities, wildlife and natural ecosystems.

Delivering electricity safely and reliably requires careful management of vegetation and wildlife. Interactions with powerlines can damage infrastructure, affect network performance and increase bushfire risk. We recognise our responsibility to help protect and enhance the plants, animals and ecosystems in and around our operations including across our value chain. To support this, we're continually improving our vegetation management programs to reduce impact on nature while maintaining network safety and reliability.

How we manage our impact on nature and biodiversity

Environmental management is an important consideration of the SA Power Networks Group. We recognise that our activities have an impact on the environment, whether in the field or office, and we strive to minimise this impact where possible. Beyond our legal obligations, we are committed to the monitoring and protection of the environment in which we operate, with a focus on reducing pollution to land and water, reducing harm to wildlife and nature, and reducing biosecurity risks and cultural heritage impacts.

Our Sustainability Policy outlines our key commitments and actions to mitigate and manage environmental risks, including those related to natural resources and biodiversity. SA Power Networks has a comprehensive Environmental Management System (EMS) aligned to the ISO14001 Standard for managing environmental impacts and risks. It applies to all SA Power Networks activities related to the design, construction, operation and maintenance of electricity distribution assets, properties and external construction and maintenance projects undertaken by or on behalf of the business.

Our progress in 2025

Reportable events and incidents

Incidents such as oil spills or transformer failures can sometimes occur and have potential to cause environmental harm. Most leaks, spills or incidents are minor, but if the impact is determined to meet the materiality threshold described in the *Environment Protection Act 1993*, we notify the Environment Protection Authority (EPA). The table below captures minor spills and notifiable incidents since 2023, with the increasing trend reflecting the age and condition of the network's assets – the oldest in the NEM.

Year	2023	2024	2025
Number of minor spills	97	124	122
Number of EPA notifiable incidents	7	12	13

We have a robust process in place to respond to and manage environmental incidents. Our 24/7 Network Operations Centre is alerted when a potentially damaging incident occurs and dispatches our emergency response contractor to control, contain and remediate impacts.

Ensuring compliance with updates to the *Aboriginal Heritage Act 1988*

Changes to the *Aboriginal Heritage Act 1988* were enacted 1 January 2025, enhancing penalties and mandating clearer reporting requirements in relation to unlawful impacts to heritage sites and artefacts, compensation to Aboriginal parties for harm caused and enhanced power for inspectors. We've communicated these important updates across SA Power Networks Group through awareness and upskilling sessions.

Enhancing wildlife protections through research and infrastructure innovation

SA Power Networks collaborates with the Department for Environment and Water, National Parks and Wildlife and other stakeholders including wildlife groups to mitigate the risk of harm to native fauna arising from contact with our infrastructure. Some practical measures being implemented include installation of animal guards and bird diverters to prevent electrocutions on overhead powerlines. Over the past five years, we have installed animal guards on around 4,000 poles, protecting wildlife and helping us comply with our legal obligations to deliver reliable electricity supply and mitigate bushfire risk.

In recent years, we have focused on protecting grey-headed flying foxes and reducing outages caused by their interaction with powerlines. By targeting improvements in the most impacted areas, we have reduced high voltage outages caused by grey-headed flying foxes by 35% compared 2024.

In 2025, we helped to fund a project tracking grey-headed flying foxes to colonies that have been established outside Adelaide's CBD. The study intends to identify the location of new camps. By understanding the movement patterns of these protected species, we aim to:

- better anticipate potential impacts on the animals and our network, and
- prioritise the installation of animal guards in high-risk areas.

We also commenced work with SA Water to decommission assets at Lincoln National Park following reports of protected raptor deaths. Where infrastructure cannot be removed or relocated, additional guards are being installed to help protect birds in the area.

Getting ready for SA's legislative changes

We are preparing for the upcoming introduction of the *Biodiversity Act 2025* and *Biosecurity Act 2025* by reviewing our current environmental management practices and compliance processes that drive decision making.

These Acts mark a major step forward in conserving native plants, animals and ecosystems – and ensuring that our economy, terrestrial and aquatic environments are safe from pests and diseases. Both Acts consolidate protections that were previously spread across several pieces of legislation and align with approaches taken by jurisdictions across Australia, creating a nationally consistent approach to protecting the natural environment and nature-based industries.

South Australia's first-ever *Biodiversity Act 2025* includes stronger native vegetation laws, new protections for critical habitats and threatened ecological communities, and the establishment of four new groups to help administer the Act. SA Power Networks made a submission to the SA Biodiversity Coordination Unit on the draft bill. As a critical infrastructure provider, we advocated that the provisions, pathways and exemptions in the existing legislation – *Native Vegetation Act 1991* and *Parks and Wildlife Act 1972* – are operating effectively and should be preserved. Based on available information, we expect any adjustments to our existing ways of working will be minor and will deliver positive outcomes for the environment and community through improved biodiversity protection, particularly in areas of high value habitat.

The *Biosecurity Act 2025* will provide South Australia with a modern, flexible and responsive biosecurity framework introducing a shared responsibility model, placing a general biosecurity duty on all individuals and organisations, including industry, government, and the community. The SA Power Networks Group and its contractors will be required to take reasonable steps to prevent, minimise, or manage biosecurity risks. An internal biosecurity program will be initiated to review and improve on our current practices to ensure obligations are met when entering private properties or public land. We anticipate this will lead to more controls on the movement of soil between sites and vehicle hygiene practices. The technology that supports field workers, journey planning and land access information will also be reviewed to determine if improvements can be made.

Building capacity to measure and report on nature-based impacts

Alongside legislative requirements, our gap assessment against the requirements of the Taskforce for Nature-related Financial Disclosures will inform our biodiversity management approach. This guide will outline short and long-term actions to improve how we measure and report nature-based impacts, recognising the effort required to comply with legislation and stay aligned with industry-standard voluntary disclosures.

Enerven



Enerven helps Clean Up Australia

For the third year in a row, Enerven staff rolled up their sleeves to clean up their local community and take part in the nation's largest community-based environmental event. As well as making a difference within the local community, events like this help our teams feel connected. Stepping outside the usual day-to-day activities to put Enerven's sustainability values into action creates a sense of pride in the team and the broader organisation.

Enabling our workforce

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

Contributing to



Our commitment	Our performance	
Inclusion and diversity	**71%** strength of culture score	**33%** ↑ of senior leadership roles held by women
Talent and workforce planning	**10%** of our workforce are apprentices, graduates and interns	**73,500+** hours of facilitator-led training delivered
Health, safety and wellbeing	**10.8** total recordable injury frequency rate	Launched our refreshed values

Inclusion and diversity

Our commitment

Build an inclusive workplace that better reflects the diversity of our community

We're committed to building a workplace where our people feel safe, valued and respected for their unique backgrounds, perspectives and experiences. This sense of belonging fosters a more dynamic, innovative and resilient organisation, well positioned to navigate the challenges and opportunities of the energy transition.

We recognise that inclusive workplaces are safer, retain employees for longer, tap into broader talent pools and enhance business performance, productivity and profitability.

By embracing diversity, we are better positioned to attract employees that reflect the South Australian community. This strengthens our internal capabilities and decision-making, improving our ability to understand and serve the needs of the communities in which we operate.

How we manage inclusion and diversity

Our Inclusion and Diversity Plan serves as a guiding framework for our approach and activities in fostering a more inclusive and equitable workplace. The Plan is built on three key pillars: Gender Equity, Reflecting Our Community, and Respect. These commitments are supported by a range of policies and initiatives, including our Code of Conduct, Fair Treatment Directive, Respect at Work Policy, HR and Ethics Policy, and Health and Wellbeing Framework and Procedure.

We also provide inclusive guidelines addressing family and domestic violence, flexible working arrangements, and parental leave.

At the heart of our Plan are our organisational values and behaviours, which underpin everything we do to create a workplace where everyone feels respected, valued, and empowered to thrive.

Through formal and informal forums, our people create spaces that embrace and celebrate diversity and seek to improve inclusivity in the workplace. Our Inclusion and Diversity Committee is a staff-led group that advocates for an inclusive culture, and provides insights on inclusion and diversity issues, initiatives and opportunities. The committee is organised into three streams aligned with the Inclusion and Diversity pillars: Gender Equity, Reflecting our Community, and Respect. As a collective, it works towards creating an inclusive workplace that better reflects the diversity of our community.

The Committee raises awareness through education activities and events, including days of significance such as National Reconciliation Week, NAIDOC Week, Diwali, and International Women's Day.

Our membership with peak bodies such as Pride in Diversity, Diversity Council Australia and the Sunflower Network provides access to best-practice training and tools.

In 2025, we also celebrated a significant milestone on our reconciliation journey with the launch of our Innovate Reconciliation Action Plan (RAP), to be delivered across two years. Implementation will be led by our Executive Team, supported by our dedicated RAP Coordinator, along with our RAP Working Group and First Nations Advisory Group and includes business-wide cultural awareness training through delivery partner, Tjindu Foundation.

More information on how we manage inclusion and diversity in the workplace can be found in our ESG Databook.

Our employee groups

Inclusion and Diversity Committee
- Staff-led advocacy group
- Mission to embrace cultural, gender and identity diversity
- Raise awareness and understanding, including through events that celebrate days of significance

First Nations Advisory Group
- Employee network led by First Nations employees
- Provides strategic and cultural oversight of RAP deliverables and development

Employee Focus Group
- Business-coordinated focus group comprised of self-nominated employees
- Provides recommendations to the Executive Leadership Team on business initiatives and actions

Employee Foundation
- Established as a private, charitable trust for employees to make a difference in their communities
- Enables employee donations and volunteering
- Governed by an employee management committee

Women of Enerven
- Business-sponsored initiative
- Aims to foster a supportive and inclusive environment that empowers, develops and celebrates women across Enerven

Our progress in 2025

Our workforce

Recognising the energy sector has traditionally employed more men, we are focused on attracting and supporting women in our business and working hard destigmatise the industry.

Women represented 22.4% of our workforce by headcount in 2025, an increase of 1.0% from 2024 although slightly below our goal of 23%. Representation of women in leadership continues to grow. Women now hold 26.5% of all people leadership roles, with senior leadership representation increasing from 31.0% in 2024 to 33.3% in 2025.

Our representation of women in non-traditional roles, such as skilled workers, has also increased from 7.0% in 2024, to 7.2% in 2025. Our median gender pay gap has decreased to 14.1% from 15.6% in the 1 April 2024 to 31 March 2025 reporting year.

2025 Snapshot of our workforce

22.4% of our workforce are women

25.7% of new hires in 2025 were women

33.3% of senior leadership roles (L1–3) are held by women

51 graduates and cadets*
33.3% women 66.6% men

14.1% WGEA gender pay gap in FY24/25

217 apprentices*
15.7% women 84.3% men

4.3% of our workforce are on part time agreements
64.9% women
36.1% men

<3 yrs service	35.6%
3–10 yrs service	26.2%
11–20 yrs service	26.4%
21–30 yrs service	2.2%
>31 yrs service	9.6%

1.0% of our workforce identify as First Nations

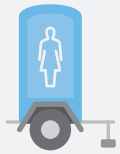
18.5% of our workforce lives in regional SA

43 is our average age

Empowered Women in Trades Day

In June 2025, SA Power Networks joined forces with Empowered Women in Trades to inspire women and non-binary individuals to explore pathways in electrical and powerline trades. The event featured a range of engaging activities, including hands-on experiences, a panel discussion with current and former Trade Skilled Workers, and information sessions covering topics such as human skills, psychological safety and wellbeing, and our role in the energy system. Participants had the opportunity to try different tasks, like working from an elevated work platform bucket, climbing a ladder with a harness, and wiring a junction box. With more than 20 attendees, Empowered Women in Trades described the event as one of their most successful, praising the safe, inclusive and uplifting environment. As a result of the event, eight participants submitted apprenticeship applications SA Power Networks' 2026 intake, with more applicants anticipated as additional positions are advertised.

Working Groups



Facilities in the Field

In 2024, we established a Facilities in the Field Working Group to address the number one challenge identified by our operations staff – access to toilets. Though this issue was identified through workshops with women in operations, improvements will benefit everyone. Our 12-month trial testing different options continued in 2025 across five workgroups. We're currently collating and validating feedback from the trial. Our next steps are to develop recommendations to implement across the business, and share our findings with others in the industry.



Gendered Behaviour and Language

The Gendered Behaviour and Language Working Group is focused on reducing gendered behaviour and language in the workplace by removing labels and behaviours that limit opportunities, particularly for women. In 2025, with the support of guest speakers to inspire and guide efforts, the group is in the early stages of considering updates to guidelines, policies, and position descriptions related to inclusive language.



Job Design

The Job Design Working Group is focused on improving safety, productivity, and inclusion for Trade Skilled Worker Powerline employees and apprentices by reviewing tasks with accessibility in mind. In 2025, the group commenced work on updating pre-employment medicals to better suit job-specific requirements, and collaborated with the Asset Investment team to address risks associated with installing fuses and interrupters.

Cultural awareness training for leaders

In 2025, we continued delivery on our RAP commitments, partnering with the Tjindu Foundation to deliver cultural awareness training for SA Power Networks and Enerven leaders. We strategically targeted our RAP Working Group and senior leaders first, ensuring cultural understanding is supported from the top-down and is well-designed for both office and field staff. More than 330 leaders have completed the 3.5 hour in-person training. See page 18 for more information on our RAP progress in 2025.

International Women in Engineering Day event

Celebrated on 23 June each year, International Women in Engineering Day is dedicated to amplifying women in the industry. In 2025, the SA Power Networks Group hosted a lunch to celebrate the women in our engineering teams. We also continue to highlight Women in Engineering networking group events and achievements through internal communications.

Empowering young women in engineering

Our partnerships with the Department for Education aims to introduce female students to engineering pathways. We also support professional growth of female engineers through sponsorship of the Australian Power Institute Power Up Program, enabling one of our talented women Network Operations Engineers to participate in the POWERFUL Women Leadership Program in 2025.

Enerven

Women of Enerven

Now in its second year, this initiative embodies Enerven's commitment to diversity and inclusion by creating tangible opportunities for women to thrive, voice their challenges, and access equal opportunities for professional growth. In addition to ongoing networking activities and online "lunch and learn" sessions, the group launched a mentoring program in 2025 to support career growth and development for female mentees.

Spotlight on our Employee Foundation

The SA Power Networks Employee Foundation continues to showcase the power of collective action demonstrating how our business and our people come together to create positive change in the communities in which we live and work. The Foundation's reach and impact is growing, with increased engagement across all areas of the business. Today, more than 30% of employees are payroll donors marking our highest level of support.

$6m

In 2025, the Foundation reached a significant milestone: $6 million donated to South Australian communities since its inception in 2006. Between payroll donations and fundraising efforts, we donated more than $650,000 to charities in 2025.

To encourage participation in our paid volunteering leave, the Foundation launched a self-serve volunteering portal, providing employees greater flexibility and autonomy to book volunteering sessions.

The Foundation's Executive Officer was nationally recognised at the Workplace Giving Australia Awards, receiving the Charity Champion Award for her leadership, commitment, and outstanding contribution to the Foundation's mission.



Daffodil Day in 2025 was our biggest to date. With stalls at shopping centres and across our sites, our people raised over $4,000 for the Cancer Council.



The Employee Foundation Committee and Trustee celebrate our $6 million dollar milestone.

EMPLOYEE FOUNDATION
SA Power Networks
Enerven

Talent and workforce planning

Our commitment

Build a future-ready workforce that embraces new capabilities, and collaborate to strengthen career pathways for South Australians

Our people are critical to our success. The SA Power Networks Group employs more than 3,000 people across South Australia and beyond, from our skilled trades apprentices that we help train to technical experts and senior professional leaders.

We offer a diverse and exciting range of career opportunities. Whether in the office or in the field, our people are supported by innovative technology such as artificial intelligence, electric vehicles, virtual reality, robotics and drones.

South Australia's transition to net zero requires both innovation and people. At SA Power Networks, we are committed to working with government, industry, and education partners to build the strong, skilled, and diverse workforce our state needs.

We see a dual opportunity:

- Preparing young people through school-based programs, technical colleges, apprenticeships, and graduate pathways — building the next generation of energy professionals.
- Creating new career pathways, ensuring we are developing the knowledge and expertise required for the jobs of the future.

By aligning investment, planning, and training with emerging workforce needs, we are helping secure South Australia's skills base, creating long-term employment opportunities, and supporting a coordinated transition to a net-zero economy.

How we attract talent and prepare our workforce for the future

Workforce development is critical to addressing skills shortages in the energy sector. The SA Power Networks Group supports a culture of continuous learning, development and performance that starts with our early careers programs and continues for all employees through ongoing training and performance cycles.

For learning which is best conducted via in-field training or experience, our Training Services facilities allow students to actively obtain the skills and certificates required for on-site work. As an Enterprise Registered Training Organisation, traineeships and apprenticeship opportunities include both on and off-the-job training.

To ensure we have a pipeline of new talent, we actively engage with schools, universities and relevant agencies to promote a career in the energy sector and science, technology, engineering and mathematics fields. We are one of SA's largest employers of graduates and apprentices. Ten percent of our workforce are in pipeline roles, and we are consistently ranked as top graduate and intern employer.

We aspire to be known as an employer of choice, with a motivated workforce who are strong brand ambassadors. More than a third of our workforce has been with our business for more than 10 years. In 2025, the SA Power Networks Group hired 444 new starters. Around 40% are dedicated Enerven employees, representing its continued and accelerated growth. We aim to balance recruiting new external talent with internal promotions and career broadening, prioritising a fair and equitable recruitment process for all candidates.

Our progress in 2025

Developing leadership capability

In 2025 we introduced the Leading@SAPN capability model, defining a new way of leading: EVERYONE, EVERYWHERE, EVERYDAY.

Constant change and growing complexity mean that people at all levels of our organisation are increasingly faced with ambiguous and unfamiliar challenges. Traditional training and information updates are often outdated as soon as they're delivered, and are no longer enough. To navigate this evolving landscape, we need to keep learning and expanding how we think so we can be ready for anything.

To this end, Leading@SAPN has a Transforming Mindset at its core: a mindset focused on continuous learning, adapting and improving. The model also describes the capabilities required for those from individual contributor through to our Executive Leadership Team, providing a clear development pathway and shared understanding of what great leadership looks like for our people to aspire to and strive for.

Learning and development

In 2025, SA Power Networks delivered 797 training classes, including more than 73,300 hours of facilitator delivered training. A further 31,452 online courses were completed through our online Learning Management System. We periodically review our curriculum for currency. In 2025, we updated 105 courses, ensuring training is reflective of our current policies and work practices.

Enerven

Enerven surpasses 700 employees

Our specialist infrastructure business Enerven passed an important milestone, welcoming their 700th employee midway through 2025. Reaching 700 is symbol of Enerven's continued growth and a reminder that it's our people who drive our success and our amazing culture. Among the new starters are 7 apprentices, 3 graduates and 30 trade skilled workers. Twenty-seven commenced in New South Wales and six in Western Australia.

Powering First Nations Futures

SA Power Networks hosted a First Nations Apprenticeship Information Session to provide insights into the application process and offer immersive experiences that showcased the nature of the role. The session was attended by students and First Nations peoples from across metropolitan Adelaide. These sessions support mutual understanding, highlighting opportunities we offer as an employer while recognising the skills, perspectives and talent First Nations peoples bring to our organisation and the broader electricity sector. We will build on the success of this session to strengthen pathways for First Nations peoples into our workforce.

Power Up Challenge

Our annual school competition was refreshed as the Power Up Challenge. Twenty-six students from five schools put their STEM skills to the test at the Network Innovation Centre. Working in teams, they were tasked with restoring power during a simulated blackout by completing a range of fun challenges across data science, cyber security, sustainability and safety. Students also heard first-hand from staff in these fields during a panel discussion, who hoped their experiences help inspire careers in the energy sector. For the first time, our engineering and IT graduates designed and ran the event as part of their Certificate IV in Project Management.

Our role in the Port Augusta Technical College

The Port Augusta Technical College gives students in Years 10–12 from Eyre Peninsula, Upper North, Mid North, Riverland, and Anangu Pitjantjatjara Yankunytjatjara (APY) Lands the chance to complete their SA Certificate of Education while completing nationally recognised vocational training. Our people joined the Premier for the opening on 4 August 2025 to celebrate our major partnership with the college. SA Power Networks' involvement builds awareness of career opportunities in the energy sector, and the skills required; from safe work practices around electricity to the fundamentals of electrotechnology. We worked alongside the Department for Education to shape the Multi Trades Program to align with our technical and safety standards. This provides students with a strong foundation to pursue an apprenticeship with us and provides critical support the future workforce needs of our regional depots. Our contribution will be ongoing, and includes:

- offering work experience and shadowing opportunities at our regional depots
- hosting immersion activities and career insight sessions
- tailoring pre-apprenticeship content to our evolving workforce needs.



Creating pathways for young South Australians

In 2025, our Pathway Programs team delivered more than 43 outreach activities—totalling nearly 200 hours of engagement across schools, universities, and other locations—promoting our Apprenticeship, Undergraduate, Graduate and Cadet programs as well as careers in STEM.

Our pathways programs are recognised nationally by the Australian Association of Graduate Employers, currently ranking 14th in the Top Intern Awards, 21st in the Top Graduate Program Awards, and recognised as a Top 10 Graduate Recruiter. As the energy transition accelerates and the scope of work continues to evolve, we are creating opportunities for Economics and Renewable Energy graduates in our program.

In 2025, SA Power Networks strengthened its focus on work experience opportunities, giving students meaningful exposure to careers in powerline trades and engineering across metropolitan and regional South Australia. Through hands-on placements, students experienced what it's like to work on the network that powers our state. We're also expanded regional engagement through partnerships with technical colleges and local schools, helping ensure young people outside Adelaide have equal access to career pathways in the energy sector.

We continued our proud support of University of Adelaide's Women in STEM Careers program, showcasing career pathways at the inaugural STEM Women Careers Expo. SA Power Networks is a principal member of the Australian Power Institute, providing backing for the Power UP Scholarship program which supports engineering students to kickstart their career in the power industry through an annual bursary networking opportunities, and paid vacation placements.

Ready for the workforce

Most participants completing one of our pathways programs successfully transition to permanent roles, reflecting the strength and impact of their experience. In 2025, more than 80% of eligible undergraduates in the cohort accepted offers to join our graduate program commencing in 2026, while all graduate program participants successfully transitioned into permanent-location roles. On average, 95% of our apprentices are employed on a permanent basis after completing four years of training.

Our Pathways Programs



Undergraduate Engineering

Our undergraduate program is a key entry point into SA Power Networks. In 2025, the 12-week internship provided 15 engineering students with practical experience. Many undergraduate students progress into our Graduate Program.



Graduate

We offer three graduate development programs across Engineering, Digital & Technology and Economics providing pathways to careers in electrical, civil, and structural engineering, project management, data analytics, software and systems development and cyber security.

Over 2–3 years, graduates undertake a structured mix of on-the-job learning, formal training and informal development, completing rotations across the business. In 2025, we welcomed 15 new graduates. The program is highly sought after, attracting over 1,200 applicants for the 2026 intake.



Cadet Project Officer

Now in its third year, the Cadet Officer Program has successfully developed 15 cadets since it began, with four new cadets starting in 2025.

The program equips participants with essential skills, knowledge, and hands-on experience to build rewarding careers within the organisation. Cadets gain nationally recognised qualifications in project management or electrical engineering and rotate across metro and regional locations, contributing to tasks such as customer connections, asset relocations and network extensions.



Apprentice Powerline & Electrical

Our Apprenticeship Programs include both on and off-the-job training at our dedicated Training Centres (Angle Park and Davenport) and partner training providers. Since 2000, more than 850 apprentices have been trained or are completing training.

In 2025 we welcomed 56 new apprentices: one in seven are women and almost half will be regionally based. Compared to our current trade-based workforce, our 2025 apprentice cohort increases female representation three-fold.



Cyber Kickstart

The launch of our Cyber Security Kickstart Program in 2025 marked an important step in building future cyber capability. Responding to an industry-wide cyber security skills shortage, the program creates pathways for experienced professionals to transition into cyber security through a blend of two years of part-time study with the Australian Computer Society and on-the-job training. Our cyber security team welcomed four new starters from diverse professional backgrounds. Participants will rotate through different roles, building a broad and practical skill set to support a sustainable cyber security workforce.

Health, safety and wellbeing

Our commitment

Keep ourselves and others safe by prioritising physical and mental wellness in everything we do

The health and safety of our people and the community is our number one priority, reflected in our values "We keep everyone safe. Our first priority, always." Working with electricity, particularly in the field, comes with inherent risk. We invest in robust safety programs spanning training, education and infrastructure upgrades to keep our employees, contractors, customers and communities safe.

Looking after our people goes beyond physical safety: it means creating an environment where wellbeing and recognition is prioritised, so people feel valued at work. To improve how we do this, we've implemented new programs responding to feedback collected through our Culture Survey.

How we manage health, safety and wellbeing of our workforce and community

Our Safety Management System is accredited to ISO 45001, the International Standard for Occupational Health and Safety, and we regularly undertake system, facility and project safety audits and inspections. Our Contractor Management System (Site Pass) also enables us to mandate and monitor appropriate safety and environmental compliance standards across our large contractor base. Enablon, our safety incident management system is an integrated Risk, Environment, Health and Safety Management system that has facilitated improved event reporting, investigation and management.

To support continuous improvement and strengthen our capability as a learning organisation, we hold regular Safety Performance Review Committee meetings. These forums bring together Board members, the Executive Leadership Team, external safety consultants, and leaders from across the business to review safety performance, examine serious events, identify organisational learnings and reinforce our focus on managing critical safety risks.

Through the Operations Model Review, we strengthened our Safety, Wellbeing, and Environment capability by increasing specialist roles across the business. This included dedicated field-based safety partners and advisors supporting operational teams, alongside wellbeing professionals focused on system improvements, governance, wellbeing and psychosocial safety initiatives. Contractor management was also enhanced through the addition of a dedicated role embedded within the Program Delivery function, reinforcing our commitment to improving safety standards and performance across the workforce.

Our approach to safety extends beyond our staff, as required by law, to include contractors, customers and the communities we serve. Key areas of focus include bushfire risk, electric shock prevention and asset management practices that underpin public safety. All members of our workforce must meet stringent work, health and safety requirements and complete appropriate training or induction before working on or 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 mitigate 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
- work with our Vulnerable Customer Advisory Group and others to improve services for life support customers.

Our progress in 2025

Our safety performance

In 2025, we saw a significant reduction in fatal risk and high potential events, down to two compared to ten in 2024. While still early in its implementation, this highlights promising outcomes from our Fatal Hazard Critical Control Program, which includes increased focus on safety in the field and a stronger leadership presence.

There was a marginal increase in recordable injuries, from 58 in 2024, to 59 in 2025, occurring alongside a 7.5% increase in hours worked. We are committed to addressing the underlying causes and building a culture of safety that prioritises prevention. We recognise that we have not yet achieved the level of injury prevention we aspire to, but the improvements we have made lay the foundation for long-term sustainable safety performance.

Strengthening our culture

In early 2025, SA Power Networks proudly launched refreshed organisational values, placing them at the core of how we work together to achieve our strategic priorities. Developed through extensive collaboration across the business, these values embody the voices of over 180 of our people, gathered through focus groups, workshops, and leadership engagement.

Following more than 30 iterations, we arrived at four distinct and complementary values that are practical, observable, and deeply relevant to guiding our collective actions. These values are not just principles on paper; they have quickly been adapted into our day-to-day operations, shaping how we show up and collaborate to deliver meaningful outcomes.

Over the past year, we took deliberate steps to embed these values into our culture. Through various communication channels and initiatives—most notably the 2025 Culture and Engagement Survey—we actively sought to understand employee sentiment. With a strong participation rate of 82%, the survey provided valuable insights, highlighting areas of pride and alignment with our refreshed vision and values. It also identified opportunities to strengthen and enhance our workplace culture further.

Feedback from our people emphasised the importance of leadership effectiveness, recognition and career progression. These insights have provided valuable direction for refining our approach and building on the progress we've made. In response, we are continuing to embed our new vision and values through our Culture Plan, strengthening leadership capability and fostering a workplace where employees feel valued, supported, and empowered. These actions reflect our commitment to continuous improvement and creating an inclusive, high-performing organisation for the future.

Making recognition part of our culture

Recognition was highlighted as one of our greatest areas of opportunity in the 2025 Culture Survey, and we're committed to addressing it meaningfully. We're designing a recognition program that celebrates the everyday contributions, behaviours, and achievements that bring our values to life. We're working with the Employee Focus Group to co-design a program that reflects the diversity of our workforce and the impact of our people. In November 2025, we launched a dedicated Leaders Toolkit to help embed recognition practices within their teams. The full program, along with a supporting digital platform, will launch in 2026, with employee input shaping every stage of its development.

Our values



Safety Performance Reset

Building on the foundations of recent safety initiatives, SA Power Networks is taking a deeper, more focused approach to improve safety performance through a comprehensive **Safety Performance Reset**. This reset reflects our commitment to tackling the persistent issue of workplace injuries and ensuring a consistent, proactive approach to safety across the organisation.

The reset is designed to align our safety practices with best-practice standards and deliver a clear, data-driven roadmap to reduce injuries and prevent serious harm. It includes an organisational ICAM (Incident Cause Analysis Method) and a safety maturity assessment to identify contributing organisational factors and ensure alignment on strategic safety priorities. By leveraging our strengths—such as a skilled workforce, a focus on fatal hazards, and successful safety initiatives—the reset will provide clarity and direction for cultural and operational improvements.

A key component of this reset is the continued rollout of the **Fatal Hazard Critical Controls Program**, which focuses on verifying and enhancing controls designed to prevent serious harm. Early results from this program, combined with increased leadership presence in the field, are showing promising signs of safety performance improvement.

We are also embedding the **Psychosocial Safety Framework**, which enhances our ability to manage psychosocial risks and foster a culture of care. This initiative is driving meaningful conversations, accountability, and the implementation of high-quality safety controls to reduce recordable injuries and prevent serious harm.

Through these activities, SA Power Networks is reaffirming its commitment to continuous improvement, ensuring a safer workplace, and striving to achieve our goal: preventing serious harm and ensuring every worker returns home safely, every day.

Update on Fatal Hazards Critical Control Program

Our Fatal Hazards and Critical Controls program is the first step in resetting our approach to safety by focusing on implementing the right controls at the right time. Designed and developed with operational teams across the organisation, the program is now implemented across much of the front-line workforce.

Designing this program alongside our operations teams was critical to its success. Field leaders report that their teams' safety conversations have improved, and include clear identification of situational hazards and controls before work begins.

The program strengthens our injury prevention efforts through a sharper, field-focused approach:

- **Situational controls:** Operational leaders are now placing greater emphasis on identifying situational controls before work begins. This is supported by the Fatal Hazard Critical Control & Situational Assessment Tool.
- **Higher-order controls:** Leaders are challenging and educating their teams in the field ensuring stronger application of higher-level risk controls.
- **Workgroup Wednesdays:** Each week, leaders are in the field with their people, reinforcing safe practices, focusing on fatal hazards, and embedding situational control thinking through a targeted control verification process.
- **Targeted safety conversations:** A new Leader Safety Observation Tool has been introduced to drive meaningful, practical discussions around critical controls and injury prevention.
- **Safety leadership capability:** To raise the standard, efforts are underway to help our leaders deliver more engaging and effective safety conversations, with accountability to agreed minimum standards.
- **Transport and vehicle safety:** Driving is one of our highest risks. Every day, our field teams spend many hours behind the wheel often driving long distances between jobs. To better manage this risk, we've upgraded our digital pre-operational safety check app required daily before operating any heavy vehicle or trailer. These enhancements streamline checks, making them easier to complete, improving data quality and helping to ensure critical controls are confirmed before work starts. We've also strengthened reporting, giving leaders clearer visibility of completion and compliance, highlighting trends and identifying missed checks so action can be taken quickly. Together, these improvements support safer operations and stronger assurance across the business.



Community safety outreach and education

In 2025, SA Power Networks engaged customers at 16 community events across South Australia, promoting powerline safety through face-to-face conversations at Field Days in the Riverland, Lucindale and Yorke Peninsula, eight country town shows and five council events.

Safety was central at all events, reinforcing our value of 'We keep everyone safe'. The Digital Team supported engagement through safety-focused social media content, while local crews spoke directly with customers about outages, recent works and safety practices, supported by practical show and tell items.

At the Field Days, we co-located with Before You Dig Australia to support powerline-related enquiries and share critical safety messaging through our Look Up and Live campaign and interactive map. We distributed more than 1,300 pole reflectors along with safety materials, including more than 900 reflectors provided to 70 farmers to improve visibility and reduce risk. Farmer feedback highlighted the practical benefits, noting improved visibility at night and in low light conditions.

Our Regional and Remote Advisory Group played a key role at these events, providing an independent voice for regional and rural customers. This group helps address issues faced by regional communities, including infrastructure and reliability challenges, with a focus on worst-served customers. Their involvement supported open dialogue between attendees and SA Power Networks.

Beyond these events, we worked with councils to address public safety risks associated with fallen powerlines, issuing a targeted letter following recent incidents involving third parties. This prompted four Powerline Safety presentations, using real-life examples to reinforce safety messages and leave a lasting impact.



Integrated governance

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

Our Commitment	Our Performance
Integrated governance	**Published first climate-related disclosures** **Completed internal audit on Aboriginal and European cultural heritage management practices**
Responsible supply chain	**31** **First Nations suppliers engaged** **2** **Enerven projects exceeded social responsibility targets**
Cyber security and data protection	**Launched Cyber Security Strategy** **170+** **employees engaged in cyber safety challenge**

Integrated governance

Our commitment

Continue to embed sustainability considerations into SA Power Network Group's governance, strategy and operations

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 we serve. We endeavour to organise our governance structure in such a way as to support our efforts for greater sustainability.

As sustainability becomes an increasing priority for stakeholders, including both customers and investors, integrating sustainability into corporate governance and risk management is essential. This shift is further driven by emerging international and national sustainability reporting requirements, which call for greater disclosure on governance and stronger alignment of sustainability with risk, value creation and financial accounting.

We aspire to be known as a trusted and respected essential service provider. This relies on us operating with the highest standards of ethics, integrity and professionalism, and conducting our business in compliance with legal and regulatory requirements.

How sustainability is integrated into governance, strategy and operations

The SA Power Networks Group has established robust system of corporate governance and risk management principles, policies, rules, practices and processes. We have a comprehensive policy and procedure framework which is progressively being enhanced to reflect sustainability priorities, including regulatory requirements. This includes representation of sustainability in policies, processes, risk management and training to ensure a high standard of compliance.

A tiered governance system has been developed to oversee and manage our approach to ESG issues and actions. The Board oversees our strategic direction and performance and provides support to our Executive Leadership Team. The Board also leads the cultural tone of our business by demonstrating the appropriate 'tone at the top'. A profile of our current Board and Executive Leadership Team members can be found on the SA Power Networks website.

Corporate and ESG risks are managed in accordance with the Risk Management Framework, aligned to AS/NZS ISO 31000:2009. Regular risk monitoring and reporting throughout the business, to leaders, the Executive Leadership Team, and the Board facilitates risk management in accordance with the Board's Risk Appetite.

During 2025, the Sustainability Steering Committee and the Board Sustainability Committee both met three times to monitor performance on our sustainability commitments and reporting. Papers endorsed by the Committee included items addressing our *Inclusion and Diversity Strategy*, *Modern Slavery Statement*, and our inaugural *Sustainability Report* disclosing our climate-related risks and opportunities.

Sustainability Governance



This diagram illustrates the Group's climate-related governance structure and highlights the relationship between its Board, executive committees and supporting governance levels. It does not represent the Group's complete governance structure.

Our progress in 2025

Aligning our financial goals with our sustainability principles

Tackling the climate crisis and playing a role in the energy transition is a global effort. Governments and corporations are increasingly using Green Bonds to raise money to fund decarbonisation activities.

In 2025, the SA Power Networks Group continued its sustainability journey with the release of another Green Bond certified under the Climate Bonds Standard's 'Electrical and Grids and Storage' criteria.

Enhancing Executive Leadership Team governance of sustainability issues

With the increasing focus on ESG matters, including the introduction of mandatory reporting of climate-related disclosures, we reviewed and refreshed the composition and role of our internal Sustainability Steering Committee. The Sustainability Steering Committee includes Executive Leadership Team members and Senior Leaders and has oversight of the SA Power Networks Group sustainability approach. It manages strategy, policy, objectives, adherence to the Sustainability Policy, cross-functional delivery of commitments, performance monitoring, and the identification of sustainability and climate-related risks and opportunities.

Disclosing climate-related risks and opportunities

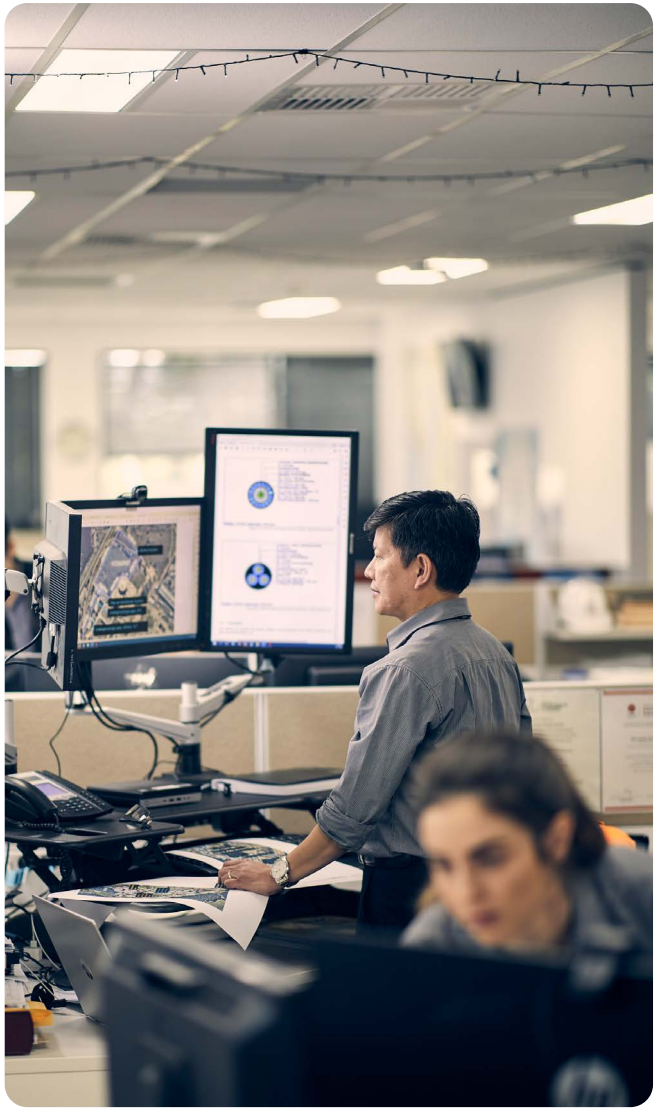
In 2025, the SA Power Networks Group published its first *Sustainability Report* adhering to AASB S2, a major step towards greater transparency on climate-related financial risks and opportunities. We're committed to continuously refining our approach to identifying and managing physical and transition risks. Our next steps include enhancing collaborative management of risks and increasing visibility of climate and decarbonisation scenarios in strategic decision-making.

Sustainability-related internal audits

Every year, our Internal Audit Plan targets a sustainability-related topic. Actions arising from these audits are reported to the Board Audit Committee and independently monitored by the Internal Audit Team until their completion. In 2025, we performed an internal audit of SA Power Networks Group's processes to identify and appropriately manage sites or artefacts of Aboriginal and European cultural significance and comply with cultural heritage-related legislation.

Update of our corporate sustainability risks

Corporate sustainability risks are considered as part of the SA Power Network Group's broader approach to risk management, including the periodic update of the Corporate Risk Register. The register undergoes a comprehensive formal review every six months, during which all risks are reviewed and evaluated with consideration given to the addition of new risks.



Responsible supply chain

Our commitment

Progress initiatives to improve environmental, social and governance outcomes across our value chain

Environmental, social and governance matters cut across our entire value chain. ESG challenges cannot be tackled by one business alone but require consistent and sustained collaboration. The SA Power Networks Group is working to partners with suppliers who are committed to improving their social and environmental performance. Maintaining this focus helps us meet the expectations of customers, investors, and employees.

How we manage ESG issues across our supply chain

Our Responsible Supply Chain Framework is evolving as we advance the integration of sustainability into our supply chain operations. We recognise the importance of balancing sustainability risks and opportunities—including modern slavery risks—with other supply chain considerations to create a comprehensive approach to responsible supply chain management.

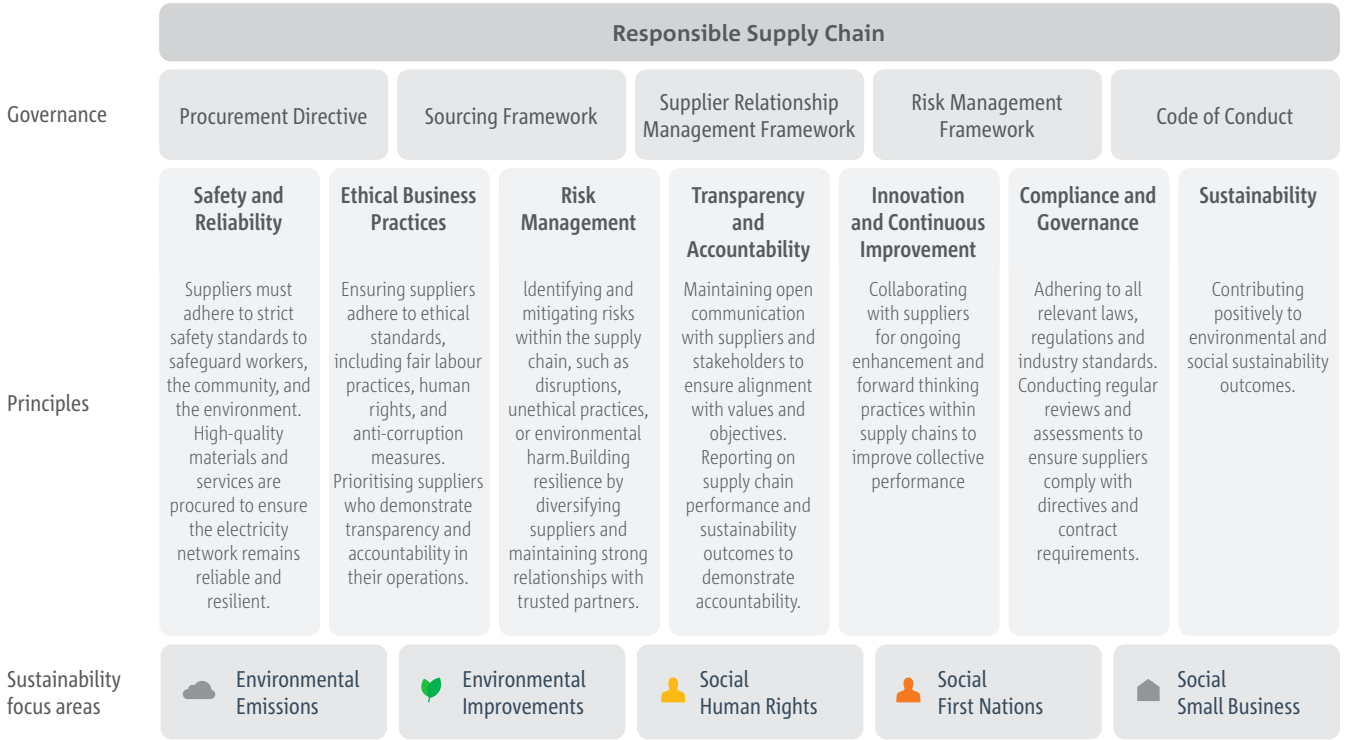
Our Responsible Supply Chain Framework guides our ESG initiatives with suppliers and covers five focus areas:

Environmental
- Emissions
- Improvements (for example, waste reduction and recycling initiatives)

Social
- Human Rights
- First Nations
- Small Business

Our 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 publish an annual *Modern Slavery Statement*.

Responsible Supply Chain Framework



Our progress in 2025

Sustainability Procurement Sessions

In 2025, we continued to run bi-monthly Sustainability in Procurement sessions. Each supply category hosted a session to share engagement and outcomes with their suppliers across sustainability topics. Highlights included:

- insights from two of our IT suppliers on how they address ESG within their operations and supply chain, including how they track emissions.
- how our Facilities Management integrates sustainability into the services they provide.

Engagement with First Nations suppliers

SA Power Networks and Enerven engaged 31 First Nations suppliers in 2025, of which 17 were registered with Supply Nation. Supply Nation is a non-profit organisation that aims to grow the Aboriginal and Torres Strait Islander business sector through the promotion of supplier diversity in Australia, hosting Australia's leading database of verified Indigenous Businesses.

The increase in First Nations suppliers has translated into a significant increase in the value of spend, largely driven through procurement for Enerven projects.

Enerven

Achieving supplier-set targets

As part of our customer's supply chain, we play a key role in supporting them to achieve their social responsibility targets. We've developed processes and reporting mechanisms to track progress against project-specific industry participation, workforce and procurement requirements to ensure we meet contractual obligations. In 2025, we've met all our social responsibility targets, exceeding expectations in the following categories.



Hydrogen Jobs Plan, SA

8%
of workforce hours have been performed by **First Nations people** outperforming 4.5% target

87.7%
of contract spend has been with **SA businesses**, exceeding 75% target

3.5%
of total workforce hours have been completed by **SA Long Term Unemployed people**, ahead of 2.2% target

Liddell BESS project, NSW

23%
of total workforce hours within our supply chain have been performed by **underrepresented groups**, exceeding 13% target

2.5%
of total workforce hours have been performed by **First Nation's people**, exceeding 0.5% target

Enerven

Enerven Modern Slavery initiative

During 2025, Enerven strengthened its approach to ethical sourcing and modern slavery risk management, commencing targeted factory audits focused on:

- labour conditions and worker welfare
- employment practices, including hiring, contracts and grievance mechanisms
- manufacturing site governance and management oversight
- traceability of raw materials
- alignment with the Code of Conduct.

Cyber security and data protection

Our commitment

Keep our network, systems and customer data secure

The security and reliability of the energy sector is under increasing attention due to sophisticated cyber attacks against critical infrastructure. We are committed to continuously improving our security resilience and safeguarding our critical assets and our customers' data.

Since the beginning of 2025, we have observed a significant increase in sophisticated attacks:

- While total incidents have only increased by 4% compared to 2024, non-reportable high severity incidents increased by 200%.
- Attack attempts to our internet connected devices and systems have increased by over 500%. Fortunately, one-fifth of these attacks can be attributed to our increased external testing.
- Users continue to be heavily targeted, with a 40% increase in malicious infected and phishing emails being blocked.

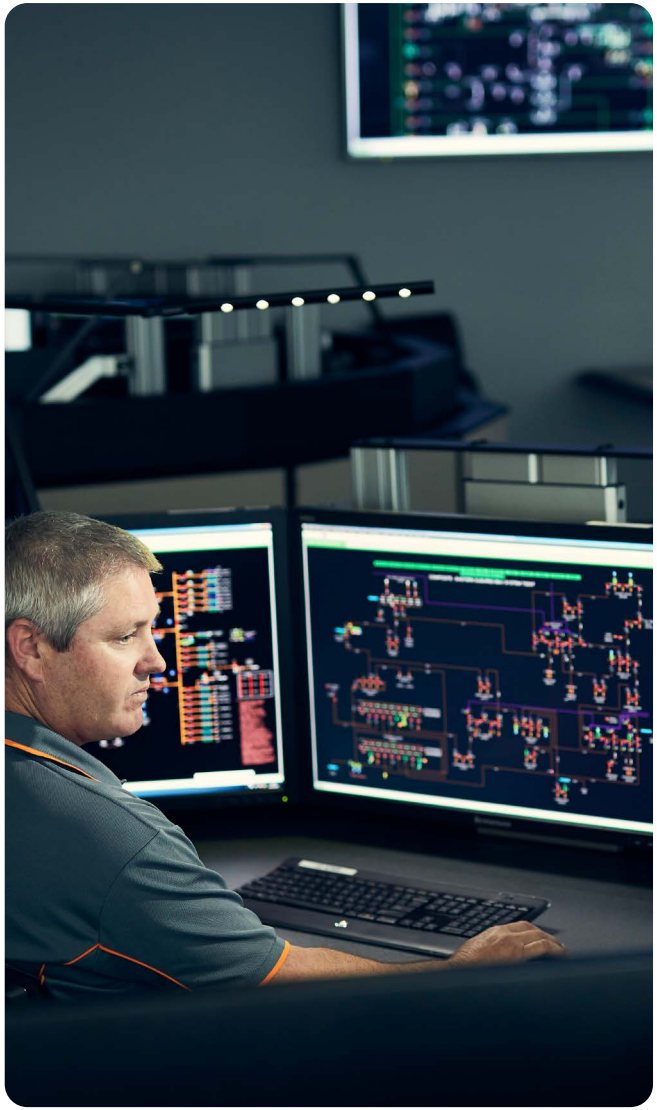
Continued investment in our security systems is required to maintain protection against external attacks that are increasing in frequency and complexity.

How we manage cyber security and data protection

As an essential service operating critical infrastructure and managing large amounts of personal information, the SA Power Networks Group has a comprehensive cyber security regime to manage cyber security risk and undertakes a range of programs to protect critical assets, systems and data from cyber attacks.

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 help protect the organisation from potential risks. Cyber security and privacy and data matters are managed by a range policies, procedures and guides (see our *ESG Databook* for further details), with staff required to undertake regular training.

We have legal obligations regarding the protection of privacy of personal information and other sensitive information provided to us by customers, employees, contractors and suppliers in accordance with the requirements of the *Privacy Act 1988*, the *Electricity Act 1996*, the *Security of Critical Infrastructure Act 2018*, the *National Electricity Law*, the *ESCOSA Distribution Licence* and all other legal, regulatory and contractual requirements.



Our progress in 2025



Cyber Security Strategy 2025–2030

SA Power Networks launched its first Cyber Security Strategy, marking a significant milestone in advancing cyber maturity. The strategy identifies 10 key risks in the business, including environmental compromise, critical systems failure, supply-chain failure, and weak cyber culture. To address these risks, 12 targeted initiatives have been developed. Each initiative has been linked to one or more risk areas, with detailed actions and roadmaps outlined to illustrate the initiative roll out over the five-year period.

Cyber Savvy – cyber security information sessions

Cyber Savvy sessions are held monthly, with each 30-minute session focusing on a different cyber security topic. They are designed to engage all levels of understanding, from basic to expert. Each session attracted more than 200 attendees and covered topics including scams, social media risks, the Dark Web, vishing, and live hacking demonstrations. These sessions build knowledge, improve cyber hygiene, and equip our people with practical strategies to stay cyber safe in both their personal and professional lives.

IT resiliency exercises

In 2025, we stepped up our IT resilience effort by conducting two live fire incident response exercises, Trident and Arrow. Exercise Trident was done in conjunction with AEMO and consisted of implanted artifacts for the team to hunt and a red team to push the team's investigative skills. Exercise Arrow was part of a multi-organisational exercise developed by the Australian Signals Directorate (ASD) which had the team hunting artifacts within our environment and coordinating with ASD and other government departments.

Wiz cloud security

The SA Power Networks Group introduced Wiz—a Cloud Native Application Protection Platform—to enhance the security of our cloud environment across code, cloud resources, and runtime events. Since implementing Wiz, the Corporate IT environment has seen a 48% reduction in high-priority issues.

Digital Detective Challenge

Across August and September, SA Power Networks ran its very first Digital Detective Challenge, an interactive initiative designed to help employees understand the risks of sharing personal information online. The ‘capture the flag’ style challenge built on previous Cyber Savvy sessions, which explored topics such as the dangers of oversharing information on social media and the basics of open-source intelligence (OSINT). In the challenge, participants used websites, online resources, and OSINT tools to track down a fictional staff member who had gone missing during a trip to Europe by following the clues left in their digital footprints.

The response to the challenge was outstanding. More than 170 employees from a variety of department took part, submitting over 24,000 entries as they pieced together the missing employee’s online trail. The activity made it clear just how easily personal information can be gathered from multiple sources and highlighted the real-world risks of posting details online without thinking about who might be able to access them. As our first event of this kind, it was both engaging and educational, giving participants a practical, hands-on experience that reinforced previous cyber training sessions and strengthened awareness about online privacy and cyber safety.



Glossary

AASB (S1 and S2)	Australian Accounting Standards Board (Sustainability Standards)	In 2024 the Australian Accounting Standards Board released two Sustainability Standards (S1 and S2), which set out the sustainability-related and climate-related financial disclosures for sustainability reports/ general purpose financial reports.
AEMC, AEMO, AER	Australian Energy Market Commission, Australian Energy Market Operator, Australian Energy Regulator	Collectively, the AEMC, AEMO and the AER oversee national electricity and gas markets in Australia. • The Australian Energy Market Commission (AEMC) is the expert energy policy advisor to Australian governments. It develops the rules by which energy markets must operate. • The Australian Energy Market Operator (AEMO) manages the day-to-day operations of Australia's electricity and gas systems and markets. . • The Australian Energy Regulator (AER) monitors performance and compliance with the rules. 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, and 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.
MEDs	Major Event Days	Days of widespread severe storm conditions, which are excluded from STPIS because of the extensive nature of interruptions.
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.
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.
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.

References

1 Clean Energy Council 2025, Clean Energy Australia Report 2025, p. 28.
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4 ARENA 2024, 'South Australia leading the way with energy-smart homes', (accessed 2 February 2026).
5 Energy Catalyst 2025, *Report 4 of 5: Distribution System Operator (DSO) Models*, prepared for CSIRO.
6 Department of Climate Change, Energy, the Environment and Water 2025, *Redefining roles and responsibilities for power system and market operations in a high CER future*.
7 Kuiper G 2024, 'How rapid implementation of flexible exports could maximise rooftop solar', Institute for Energy Economics and Financial Analysis, (accessed 2 February 2026).
8 Purtill J 2023, 'World-first flexible export limits are coming to rooftop solar', ABC News, 14 March, (accessed 2 February 2026).

2025 Energy Charter Disclosure Appendix

Maturity assessment

As part of our Energy Charter Disclosure Report preparation, we have assessed our maturity for each Energy Charter principle using the Maturity Model. This model allows us to self-assess our performance in 2025, indicating which maturity level we are at, where we intend to progress to, and by when. Maturity rating assessments are based on calendar year performance with aspirational targets indicative of where we intend to progress to.

Our 2025 maturity ratings for each principle have remained consistent with 2024 levels apart from principle 1, where we met our aspirational target of Empowered. The rationale for this increase in maturity is delivery of our customer insights platform, strengthened focus on organisational culture and leadership capabilities with a customer-centred approach, and the delivery of an AI ethics framework and data governance to improve quality of service and experience for our customers.

We delivered many of our 2025 commitments outlined in the 2023 Disclosure Report, with some commitments still in progress, as project delivery spans multiple years. With the future commitments for 2026 outlined in this report, we are on track to meet our aspirational targets listed below

Energy Charter Principle	Elementary	Emerging	Evolving	Empowered	Exceeding
Principle 1 **We will put customers at the centre of our business and the energy system**			2023, 2024	**2024**	Aspiring 2025
Principle 2 **We will improve energy affordability for customers**			2023, 2024 **2025**	Aspiring 2027	
Principle 3 **We will provide energy safely, sustainably and reliably**[1]				2023, 2024	
Safely				**2025**	Aspiring 2029
Sustainably				**2025**	Aspiring 2029
Reliably				**2025**	Aspiring 2029
Principle 4 **We will improve the customer experience**			2023 **2025**	Aspiring 2027	
Principle 5 **We will support customers facing vulnerable circumstances**			2023 **2025**	Aspiring 2026	

1 Based on Customer Advisory Forum feedback, for more transparency we have separated principle 3 areas to report individual maturity for these areas.

Performance scorecard

In 2025, SA Power Networks refreshed the metrics we use to report and assess performance, to better connect our strategic vision to operations.
We've updated our Energy Charter performance scorecard to align with these changes. This scorecard will continue to evolve as new metrics are reported and baselined.

Principle	Measure	2024	2025	2025 Target		2026 Target
Principle 1 **We will put customers at the centre of our business and energy system**	Customer Satisfaction[1]	7.8	**68.5%**	>68%	●	68%
	Combined Grade of Service	90.9%	**91.2%**	85%	●	85%
Principle 2 **We will improve energy affordability for customers**	AER Benchmark Performance[2]	1	**4**	1	●	N/A
	Average distribution bill (incl GST) for residential customers consuming 4,000kWh pa as per the AER's Default Market Offer (DMO)[3]	n/a	**$620**	$615	●	$615
Principle 3 **We will provide energy safely, sustainably and reliably**[4]	Total Recordable Injury Frequency Rate (TRIFR)	10.4	**10.8**	≤9	●	8
	Sustainability: Scope 1 and 2 GHG emissions	229,967 tCO_2-e	**178,624 tCO_2-e**	On track	●	50% reduction by 2030 Net zero by 2035
	System Average Interruption Duration Index (SAIDI) unplanned	142min	**143min**	143min	●	134min
Principle 4 **We will improve the customer experience**[5]	% complaints referred to Ombudsman[6]	7.65%	11%	7.25%	●	N/A
Principle 5 **We will support customers facing vulnerable circumstances**	Life Support Breaches	0	**1**	0	●	0

● Target achieved ● Target not met

1 Change in method from 2025 onwards.

2 Change in performance resulting from change in AER's annual productivity benchmarking methodology, which was updated in 2025 re-weighting non-reliability outputs in the Multilateral Total Factor Productivity measure. In 2026 this metric will be removed. We are baselining a new "Network Utilisation" metric that will more accurately measure the efficiency of our network, tracking energy carried by the distribution network (imports and exports) divided by capacity of the distribution network. This better reflects the evolving role of the distribution network in managing two-way flows of electricity (see page 8 for more information).

3 Results are derived from the Default Market Offer data and targets are calculated using the AER bill impact methodology, for a Residential customer consuming 4,000 kWh p.a.

4 CER (Solar and battery) capacity removed – This measure was used a proxy to track our role in enabling CER connections and renewable energy exports. This information will be better represented by our 'Network Utilisation' metric (see footnote 2).

5 Complaint Satisfaction metric removed – We will remove the complaints handling CSAT metric from the 2026 Energy Charter framework due to low response rates and feedback that primarily reflects dissatisfaction with the underlying issue rather than management of the complaint and how the customer felt across the handling process. The change will allow us to focus on improving the overall customer experience. Our attention will shift toward addressing the root causes of complaints and ensuring business-wide improvements are made. Performance will continue to be monitored through existing measures that track complaint volumes, quality checks and the percentage of cases escalated to EWOSA.

6 Metric was established in 2024. In 2026, we are tracking performance to establish a more robust baseline, better informed by longitudinal data.

Principle 1 – We will put customers and communities at the centre of our business and the energy system

Commitments	Status	Notes
The Operating Model program will continue into 2025 with a focus on strengthening organisational culture and leadership capabilities.	Delivered	See page 41 for more information.
We are continuing to review and refine our Corporate Performance Measures to ensure relevance and alignment to strategic objectives, and a proposed Stakeholder Sentiment metric will be included in this review.	In progress	Stage 1, the Advisory Group stakeholder feedback survey developed and feedback sought.
Leveraging our new customer insights platform, we have redefined how we capture and analyse Customer Satisfaction (CSAT) as a business, enabling a more focused approach to enhancing the customer experience. Our goal is to achieve a 68% satisfaction target across key service areas, including planned work, unplanned outages, connection services, and general enquiries.	Delivered	See page 17 for more information.
Building a data literacy program through targeted business groups and data governance education, enabling employees to fully utilise and benefit from our data assets.	In Progress	Building an Insights Community of Practice shaped by ongoing members' feedback. The Data & AI Council is guiding data strategy and key decisions - reactivating each data domain to use data effectively. Data quality remains a focus, with work underway to demonstrate meaningful, consumer-centred value with Assurance Badges for PBI reports.
Establishing our AI ethics framework and governance to ensure that we use AI ethically and responsibly to protect employees and customers.	Delivered	We started developing our Augmented Intelligence Strategy and Directive, simultaneously establishing the Data & Augmented Intelligence Council to govern safe, ethical adoption of AI at SA Power Networks. The Directive will establish a framework for ethical, secure, compliant and innovative management of all augmented intelligence systems.
Continuing our journey on augmenting our workforce with fit-for-purpose automation and AI tools to improve quality of service and experience for our customers.	In Progress	We have launched Wattson Chat, our new platform for AI to streamline knowledge work and deliver improved value for customers. We have also put our AI ethics and governance framework into practice on the rollout of AI tools such as Microsoft 365 Copilot Chat and Snowflake Intelligence, while continuing to explore new opportunities such as AI agents for customer engagement and workflow automation.
We are continuing the enhancements of our Enterprise Data Platform to seamlessly integrate AI and data science into our operations, fostering innovation and driving business value through advanced data insights.	In Progress	Strengthened the foundation and expanded business adoption, improved integration so all improvements positioned us strongly for AI-driven capabilities moving forward. Delivered high-value Data Applications to improve Data platform usability and speed. Significant growth in Datalab usage by Data Scientists. Enhanced IIQ integration for improving identity and access alignment.

Principle 2 – We will improve energy affordability for customers

Commitments	Status	Notes
Progress with Stage 2 of #BT Customer-led Tariff for customer-centred, innovative approach to tariff designs.	Delivered (Stage 2)	See page 15 for more information.
Continue participation in the AEMC Pricing Review through ongoing submissions and involvement in the AEMC's Advisory Group.	Delivered	Maintained CEO representation on the AEMC's Advisory Group, and input into the Stakeholder Reference Group via ENA. Provided 2 formal submissions to the AEMC's Consultation Paper and Directions Paper, as well as ongoing data provision to support the AEMC's analysis. Continual research and modelling into future distribution network pricing models, and the impacts on both CER and non-CER customers.
Continue to focus our advocacy on improving energy affordability for more vulnerable households, through improved access to technology to optimise energy use, improved household efficiency, and improved energy policies for rental households.	Delivered	Completed submissions to AEMC, AER, DCCEEW, SA Gov consultations that advocated for improvements to minimum energy efficiency rental standards, improved access and increased targets for REPS, improved processes to enable customers to get better energy deals with their retailer more easily.
Undertake a post implementation review of our Regulatory Proposal engagement program with internal and external stakeholders.	Delivered	A post implementation review of our regulatory engagement program for 2025–30 showed that stakeholders rated our process 8/10 and noted SA Power Networks as a sector leader, with strong engagement, technical capability and a trusted brand. See page 16 for more information.
Continue engagement with our new BAU Reset Advisory Group on service levels and expenditure during the 2025–30 Regulatory Period.	In Progress	Engaged with our Reset Advisory Group throughout 2025 following the Final Determination in April 2025. Provided an overview of the 2024/25 revenue and quantity outcomes, including consumption quantities and incentive schemes. Too early to engage on service levels and expenditure for the 2030–35 period.

Principle 3 - We will provide energy safely, sustainably and reliably

Commitments	Status	Notes
Implement the learnings from our Fatal Hazard Critical Controls Program pilot in our operations across the organisation.	Delivered	The program is now implemented across much of the front-line workforce.
CBD Fault Level Reduction Project - commissioning of new automation scheme	Delivered	In service at all four CBD major substations.
Continue the Asset Management Transformation Program (AMTP), including the incorporation of customers-focused objectives into our Strategic Asset Management Plan.	In Progress	We are transitioning the AMTP program to a workstream delivery model. This approach will simplify processes, clarify the scope of initiatives & strengthen business ownership. It will establish a unified governance framework, aligning delivery with our strategic goals.
CBD Reliability improvement program	In Progress	Multi-year delivery program primarily involving cable replacements in Adelaide CBD, 2025 included completing 100% desktop scoping of 2026 projects and introduced LiDAR scanning for civil and structural design calculations.
Continue our Low Reliability Feeder Improvement program, improving reliability for our customers most affected by outages.	In Progress	The 2025 Low Reliability Feeder Improvement program is largely complete, with a small number of projects transitioning into 2026 due to delivery and coordination considerations aimed at minimising customer impacts. These works are scheduled for completion in early 2026. The 2026 Low Reliability Feeder Improvement program has been fully designed and is ready for scheduling.
Continue to implement our suite of flexible connection offers and capabilities	Delivered	Will continue indefinitely. Key achievements in 2025 include Flexible Connections launch, completion of Flexible Exports roll-out and continuation of Energy Masters trial. See pages 23–24 for more information.
Launch the Distributed Energy Resources Management System (DERMS) within the ADMS to better manage CER on the network.	In Progress	Development finished. First phase to be implemented Q1 2026. See page 27 for more information.
Deliver customer value through an enterprise-wide innovation framework.	In Progress	Innovation framework endorsed, with 3 projects up and running. See page 25 for more information.
Install two community resilience batteries to help support the maintenance of community services in areas that are vulnerable to long duration, widespread power outages in regional and remote areas, especially during extreme weather.	In Progress	Completion expected 2026. See page 28 for more information.
Develop a more detailed Climate Transition Action Plan (CTAP)	In Progress	Conducted preliminary analysis into SAPN and Enerven emissions sources to understand effort and resources required to reduce emissions across operations and supply chain.

Principle 4 - We will improve the customer experience

Commitments	Status	Notes
Refine customer communications across the business by using clearer, customer-focused language to enhance satisfaction.	Delivered	See page 17 for more information
Increase visibility of service performance with clear actions identified and implemented to address any issues	Delivered	See page 17 for more information
Continue development of the connections portal including new services and functionality including mapping tools and negotiated connections.	In Progress	Connections portal has 6 of the minor connection services live. Work is continuing to bring the remaining 2, which will go live in Q1 2026. Phased roll out of the Negotiated Connections into the portal will be Q3 of 2026.
Build engagement with the new customer insights platform, ensuring feedback is shared and used to drive meaningful improvements.	Delivered	See page 17 for more information

Principle 5 - We will support customers facing vulnerable circumstances

Commitments	Status	Notes
Progress our reconciliation journey through the development of an 'Innovate' RAP, including approval from Reconciliation Australia.	Delivered	See page 18 for more information
We will begin the rollout of Cultural Awareness Training across the organisation.	Delivered	See page 39 for more information
Implement 'A Sign of Respect' depot signs acknowledging lands on which the depot sits.	Delivered	
Undertake a review of partnerships/ sponsorships strategy to align with business strategic objectives and customer expectations.	In Progress	Awaiting the outcomes of the external brand review, which will inform a refreshed partnerships and sponsorship strategy scheduled for completion in 2026. Initial conversations with existing partners commenced in 2025 in preparation for this updated approach.
Support our vulnerable customers through funding to increase the number of financial counsellors in South Australia.	Delivered	Contributed to the Financial Counselling Industry Fund
Continue to deliver Knock to Stay Connected site visits for all escalated disconnection requests.	Delivered	This process will remain ongoing for our team; however, we have extended the "virtual knock" SMS process to 50 standard disconnections for non payment each week and will look to expand on this in 2026. See page 15 for more information
Continue to engage and collaborate with the Vulnerable Customer Advisory Group (VCAG) to ensure feedback and input on Energy Charter initiatives and advocacy positions.	Delivered	
Energy Literacy program will be developed and implemented.	In Progress	See page 15 for more information
Continue to co-lead the #BT Better Protections for Life Support Customers, and deliver the committed template materials and national awareness campaign.	Delivered	See page 15 for more information
Supporting the community through ongoing community grants and community partnerships.	Delivered	See pages 19–20 for more information

2026 Key initiatives

The following future key initiatives outline our priority actions for 2026 and how they align to the Energy Charter Principles. These initiatives focus on strengthening customer outcomes, network safety and reliability, affordability, and support for vulnerable customers, while enabling the capabilities required for a more flexible and sustainable energy system.

Key initiative	2026 focus	Principle alignment
NeCXT customer experience transformation program that focuses on redesigning services to meet evolving customer needs.	The program will prioritise building critical data and communication system capabilities to enhance core services, including the management of planned and unplanned power outages.	1, 4
Distribution System Operator Strategy and Program that aims to maximise the use of the existing network before investing in new infrastructure.	The program will focus on delivering research findings from the Energy Masters home electrification trial, enabling Flexible Exports for medium-sized solar PV system, begin a flexibility marketplace trial, and expand Market Active Solar.	2, 3
Climate Transition Action Plan	Focus on develping our Climate Transition Action Plan and building climate scenario analysis capabilities across relevant business units.	3
Safety, bushfire risk and targeted reliability investment	Network investment will focus on replacing ageing assets to maintain safety and regional reliability. We will invest in targeted upgrades to reduce bushfire risks, minimise public safety power shutoff impacts, improve reliability to regional areas and focus on CBD reliability to required standards.	3
Improve our understanding of Asset Risk	Enhancing and implementing a comprehensive risk measure, re-imagining our inspections processes, and beginning to capture asset information within a ‘digital twin’.	3
Ensure we make the best investments and deliver our work efficiently	Focus on value all work, bundle larger work packages and improve program visbility and lead times. Lay foundations for increased design automation enabled by our ‘digital twin’.	2, 3, 4
Cybersecurity uplift	Program builds on foundations laid in 2025, with a focus on high-impact initiatives to proactivity mitigate risks and strenthen defences.	1, 3
Improved safety performance and maturity	Three key initiatives including Organisational Safety Performance Reset which focuses on alignment, continued rollout of Fatal Hazard Critical Control Program, and embedding the Psychosocial Safety Framework.	3
Leading@SAPN	Continue Leading@SAPN program including Leader Induction and launch of foundations program to support frontline leaders.	1
Augmented Intelligence (AI) Strategy and Agility Stream	Implement a two-pronged AI strategy to drive innovation and efficiency, and embed AI into major initiatives such as NeCXT customer experience transformation program.	1, 2, 3, 4
Vulnerable Customer Position Statement	Develop a Vulnerable Customer Position Statement with internal stakeholders, drawing on insights from the Vulnerable Customer Advisory Group, to provide clear direction for SAPN’s approach from 2026 and beyond.	5
Energy Literacy Program	Complete rollout of Energy Literacy Program to increase energy understanding for those experiencing financial vulnerability.	5


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