

SUSTAINABILITY REPORT 2024

A Sustainable Transition



Contents

2024 Performance Highlights3

Climate8

Nature 17

Health and Safety.....22

Our People 28

Our Customers37

Our Community 45

Governance53

About this Report..... 66

Sustainability Data Centre Supplement 69



Acknowledgement of Country

We acknowledge the Traditional Owners of the lands upon which we operate and recognise their continuing connection to land, waters, and culture. We pay our respects to their Elders past and present.

Artwork prepared by Aboriginal artist Chern'ee Sutton from Mount Isa

2024 Performance Highlights

CUSTOMERS



1.92 million customers

1.54 million Jemena Gas Network customers

377,059 Jemena Electricity Network customers

44 customers accessing pipeline services

8.4 out of **10** Jemena Gas Network Customer Satisfaction Score

8.1 out of **10** Jemena Electricity Network Customer Satisfaction Score

Shortlisted for Energy Networks Australia's Consumer Engagement Award for Jemena Electricity Networks engagement strategy

Zinfra clients include **AusNet, Energy Queensland, EvoEnergy, Jemena, Palisade, Powerlink, TasNetworks, Transgrid and United Energy**

COMMUNITY



79.6 Group Reputation Score compared to **79.9** in 2023

Ranked **8** in Australia's **Top 40** Workplaces to Give Back

\$704,000 in direct community contributions including **\$150,000** in grants to 12 local groups

Helped **100+** First Nations people to receive job readiness training

More than **1,900** participants in energy literacy programs in Victoria and New South Wales

1,005 suppliers completed modern slavery questionnaires

CLIMATE AND ENVIRONMENT



Set a greenhouse gas emissions reduction target of **30%** by 2030¹

1st Australian energy project to receive Bronze Infrastructure Sustainability Council rating for the Malabar Biomethane Injection Plant

Finalist in inaugural *Australian Financial Review Energy Awards* for Malabar Biomethane Injection Plant project

3 mobile gas leak detection vehicles deployed

19% decrease in waste generated compared to 2023

PEOPLE AND SAFETY



~**3%** increase in people engagement score compared to 2023

TRIFR² **2.7** recordable injuries per **1 million** hours worked compared to **3.3** in 2023

109,300 technical training hours delivered

Top 100 Graduate Employer

18.3% gender pay gap compared to **19.4%** in 2023

14.5% of our apprentices are women, compared to **8.0%** in 2023

290 team members completed apprentice mentor and buddy training

67% of our people completed Respect@Work training

21 Cultural Heritage Training Sessions delivered

FINANCIAL



\$330 million net profit after tax

\$265 million total tax paid³

\$557 million capital expenditure

\$987 million in operational maintenance and capital improvements

\$676 million in employee benefits

¹ Our greenhouse gas emissions reduction target is a 30 per cent reduction of Scope 1 and Scope 2 emissions compared to our 2021-22 baseline.

² Total Recordable Injury Frequency Rate - the number of recordable injuries (lost time or medical treatment injuries) per million hours worked.

³ Total tax paid for CY2023. 2024 income tax return to be lodged in July 2025.

Message from the Managing Director and Chair

Welcome to our *Sustainability Report 2024: A Sustainable Transition*.

Australia's energy system is in a period of great change, as collectively, we in the energy sector work to transition to a net-zero economy. For our Group, this past year was one in which we continued our focus on delivering energy safely, reliably and sustainably, while engaging with our customers and stakeholders to understand what they need as we plan for the future. We also maintained our focus on our Group's Environment, Social and Governance (ESG) goals, making sustainable practices that centre on caring for our people, the environment, and the communities in which we operate an integral part of how we do business.

In 2024, this meant we continued gathering insights from thousands of our customers – industrial, commercial and residential (including those representing a diverse range of backgrounds and experiences). What we heard from our customers has informed our five-year pricing and services plans which have been submitted to the Australian Energy Regulator for approval.

While these plans set our path for the future, our teams remained hard at work on the ground, operating and maintaining our networks, and providing services for our customers. In 2024, we were pleased to maintain our high customer satisfaction scores, as well as recording reliability scores of 99.99 per cent for our gas distribution network and 99.97 per cent for our electricity distribution network.

For our large industrial and commercial customers who rely on gas for their operations we've taken steps to bring new gas to market – as part of our contribution to solving the east coast gas supply gap. In southern states we've been enacting our East Coast Gas Market Plan, with phase one of the plan being completed in late 2024. This saw us connect Australia's first LNG regasification terminal, the Port Kembla Energy Terminal, to our Eastern Gas Pipeline, able to bring around 500TJ/d of new gas to the domestic market.

Through Zinfra, we completed work on a range of projects supporting the energy transition, including works to enable the operation of the Waratah Super Battery, and ongoing operations at the Malabar Biomethane Injection Plant – which we are proud is the first Australian energy project to receive a Bronze Infrastructure Sustainability Council rating.





2024 also saw us appointed as the new delivery partner for operations and maintenance services on AusNet's electricity distribution network in Victoria. The appointment means Zinfra will be Australia's largest outsourced service delivery partner in the electricity distribution and transmission sector. Zinfra will commence this work in Q3 2025.

In 2024 we also continued efforts to reduce greenhouse gas emissions across our business, focusing on reducing gas used to operate our assets, identifying the sources of fugitive emissions in our gas distribution network and addressing them, and continuing a program of work to reduce line losses across our electricity network in Victoria. To help guide our emissions reduction initiatives in future years, we also developed our first *Climate Transition Plan*, which sets our emissions reduction targets for the remainder of this decade.

2024 was certainly a very busy year and we would like to thank our customers, clients, and stakeholders for your support throughout the year. We would also like to thank our people for their ongoing commitment, passion, and efforts.

We hope you enjoy reading *Sustainability Report 2024: A Sustainable Transition*.



David Gillespie
Managing Director



Jiang Longhua
Chair of the Board

About Our Group

Gas/Electricity

- 1 ActewAGL Distribution Partnership (50%)

Gas

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

Electricity

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

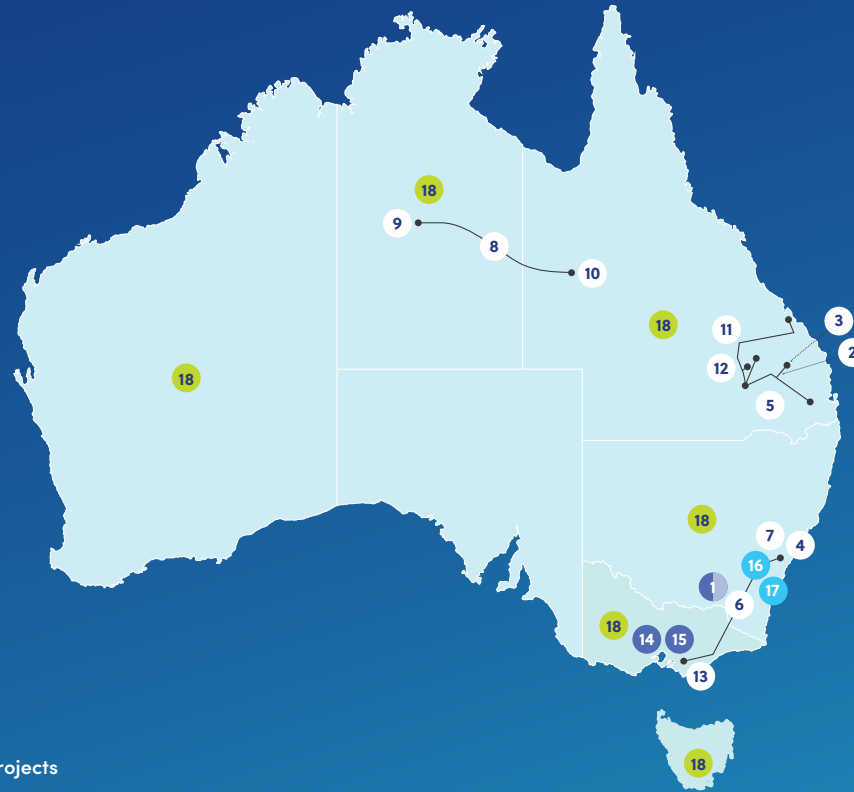
Renewable Gas Demonstration Projects

- 16 Western Sydney Hydrogen Hub
- 17 Malabar Biomethane Injection Plant

Zinfra Operations

- 18 Zinfra Operational Locations

- 4 Our Group's headquarters are on Collins Street Melbourne, Victoria. We own and operate assets in locations in Queensland, New South Wales, Victoria, the Northern Territory, and have Zinfra operations in these states, together with Tasmania and Western Australia. We additionally have an equity interest in ACTEWAGL (EvoEnergy) operating in the Australian Capital Territory, and United Energy, which distributes energy across east and south-east Melbourne and the Mornington Peninsula.
- 5 Our scope 1 and scope 2 emissions reduction target is 30 per cent by 2030, compared to 2021-22 levels.



SGSP AUSTRALIA ASSETS

We're a **\$12.9 billion** energy infrastructure and services company⁴ backed by our shareholders, the State Grid Corporation of China and Singapore Power.



We help energise Australia by transporting **400 PJ of gas** to Australia's east coast, distributing **gas to 1.54 million customers** across NSW and distributing **electricity to more than 377,000 customers** in Melbourne's north-west.



We provide **engineering, design, construction, commissioning, maintenance and emergency response services** to leading energy companies across Australia, **helping build the energy system of the future.**



We have a greenhouse gas emissions reduction target of 30 per cent by 2030⁵.



We are committed to caring for our people, the environment and the communities in which we operate. We are focused on making sustainable practices that continuously improve our environmental, social and governance (ESG) performance an integral part of how we do business.























	Environment		Social				Governance		
ESG Focus Area	Climate	Nature	Health and Safety	Our People	Our Customers	Our Community	Corporate Governance	Business Ethics	
Objective	Address our own greenhouse gas emissions, while leveraging new and existing technologies to achieve our greenhouse gas emissions reduction target	Minimise our impact on nature and biodiversity across our supply chain and operations	Continued excellence in the safe operation of our assets and the health of our people	Enable our workplace to be a great place to belong, where people feel safe and valued for their diversity	Our customers’ and clients’ voices are reflected in our strategies and operations throughout the energy transition	Leave a positive and lasting legacy in the communities where we operate	Maintain trust, transparency and accountability in how we do business	Maintain a culture of acting lawfully, ethically and responsibly	
Group Objective	Transition our assets and business to enable a resilient energy future		Continue to build a safe and inclusive workplace		Deliver safe, reliable, affordable energy and sustainable performance for all		Deliver safe, reliable, affordable energy and sustainable performance for all		
Group Value	 Find a better way		 We care	 Better together	 Think like a customer		 Be accountable		
Group Climate Ambition	To achieve a just transition for all our stakeholders To play our role in servicing the energy transition and support Australia’s decarbonisation commitments						To fully integrate climate considerations in our systems and processes		
UNSDG	     					 	 	 	 

Table 1: An overview of our sustainability approach

Climate



As an integrated energy infrastructure and services company, which owns and operates, designs, constructs and maintains both gas and electricity assets, we are continuing to make changes to how we operate, both to help Australia and our own business meet greenhouse gas emissions reduction targets, while retaining system reliability. As Australia's energy sector continues in its transformation, we believe there is an important role both for gas and electricity in supporting an orderly and just transition to net zero.



**Find a
better way**

We find improved and
innovative ways to work

2024 at a Glance

ESG Objective	2024 Activity	
 Address our own greenhouse gas emissions	<ul style="list-style-type: none"> ✓ Emission Reduction Roadmap implemented ✓ Picarro gas leak detection vehicle project launched after 2023 pilot ✓ Biomethane recognised by the Australian Energy Regulator to enable customer credits 	
 Leverage new and existing technologies to achieve our 2030 greenhouse gas emissions reduction target	<ul style="list-style-type: none"> ✓ Improvements to our transmission pipelines and gas distribution network to reduce the gas required to operate pipelines under way ✓ Procurement of low-emissions vehicles across our fleet ✓ Membership of Methane Guiding Principles (see case study on page 14) ✓ Fair Supply engaged to better understand Scope 3 emissions in our supply chains (see case study in <i>Nature</i> on page 19) 	<ul style="list-style-type: none"> ✓ Memorandums of Understanding signed with developers of biomethane projects in New South Wales ✓ GreenPower accreditation for biomethane from our Malabar Biomethane Injection Plant (MBIP) ✓ Bronze International Sustainability Council rating awarded for MBIP ✓ Inaugural Group Climate Transition Plan finalised, setting a Scope 1 and 2 emissions reduction target of 30 per cent compared to 2021-22 baseline

Reducing Our Emissions

In 2024, we focused on several initiatives under our Group's Emissions Reduction Plan, which includes three main areas of activity to reduce our Scope 1 and 2 emissions. Table 2 is a summary our progress against these in 2024. More detailed information about these activities is in the *Climate Transition Plan 2025*.

Should our emissions from our facilities exceed the set baselines of the Federal Government's Safeguard Mechanism, we have a Carbon Offset Management Framework in place that establishes the governance, offset criteria and relevant accountabilities should our Group be required to purchase offsets. In 2024,

the Jemena Gas Network (JGN) exceeded the Safeguard Mechanism baseline, and we procured 785 Australian Carbon Credit Units (ACCUs)⁶ to manage our excess emissions.

6 One ACCU represents one tonne of carbon dioxide equivalent (tCO₂e) that would otherwise have been released into the atmosphere. (Clean Energy Regulator, December 2024, [Australian Carbon Credit Units](#), accessed March 2025)

Actions	2024 Activity
 <p>AVOID</p> <p>As part of our major investment processes we consider the economic options to avoid emissions</p>	<p>Shadow carbon pricing</p> <p>We introduced a requirement to assess the impact of our emissions footprint and the cost of carbon through shadow carbon pricing in December 2023. When a project crosses certain thresholds in terms of project cost, size and complexity, there is a mandatory requirement as a part of our asset management strategies and planning processes to include carbon pricing. We use multiple future carbon pricing scenarios as we assess our investment decisions.</p> <p>Our carbon pricing is currently set internally at \$110/tonne to 2030. This is derived from the Clean Energy Regulator cap price⁷ for Australian Carbon Credit Units – the mechanism to offset a business’s emissions, where one ACCU equals 1 tonne of carbon dioxide. Our internal carbon price will reflect ACCU cap pricing until 2030. We will revisit this in 2026–27.</p>
 <p>REDUCE</p> <p>We continually evaluate our operations and business practices to identify opportunities to reduce our emissions footprint via active emissions reduction initiatives</p>	<p>Pipeline operation improvements</p> <p>Continued a program of improvements across our gas transmission assets to reduce the volume of gas required to operate our pipelines. This included initiatives to assess ways to optimise compressor operations and settings, front-end engineering design for dry gas seal re-injection, and a trial of capturing and re-injecting vented gas to use in the system.</p> <p>Improving detection of leaks on the Jemena Gas Network</p> <p>Continued operating three Picarro Advanced Leak Detection Vehicles to support us to better detect leaks and rectify fugitive emissions.</p> <p>Line losses in our electricity distribution network</p> <p>Continued implementing a program to reduce line losses across our electricity distribution network in Victoria and prepare for increased solar in the network. See page 12 for a case study on our Variable Voltage Control pilot trial.</p> <p>Fleet Management Strategy</p> <p>We continue to implement our fleet electrification plan. See page 15 for a case study with more information about our Fleet Management Strategy progress.</p>
 <p>REPLACE</p> <p>We decrease the emissions intensity of our operations by introducing low and zero emission technologies across our Group</p>	<p>Electrification</p> <p>Undertook studies assessing the potential electrification of gas pipeline assets to reduce operational emissions, including gas compressor units and water bath heaters.</p> <p>Preparing for Hydrogen</p> <p>We have continued to undertake studies to assess the feasibility of transporting hydrogen in our gas transmission and gas distribution assets and work we would need to undertake to make our assets hydrogen compatible.</p> <p>Renewable Gas Projects</p> <p>We continued operating our Malabar Biomethane Injection Plant (a joint project with Sydney Water, co-funded by the Australian Renewable Energy Agency) and Western Sydney Hydrogen Hub (also co-funded by ARENA) to demonstrate the potential for renewable gases to help reduce greenhouse emissions for our customers, and in operating gas networks. In 2024, the Malabar Biomethane Injection Plant generated 59.93 TJ of biomethane.</p>

Table 2: 2024 Emissions Reduction Initiatives

⁷ Federal Government Clean Energy Regulator, Quarterly Carbon Market Report, September 2023

Case Study: Biomethane Sector Reaches Key Milestones

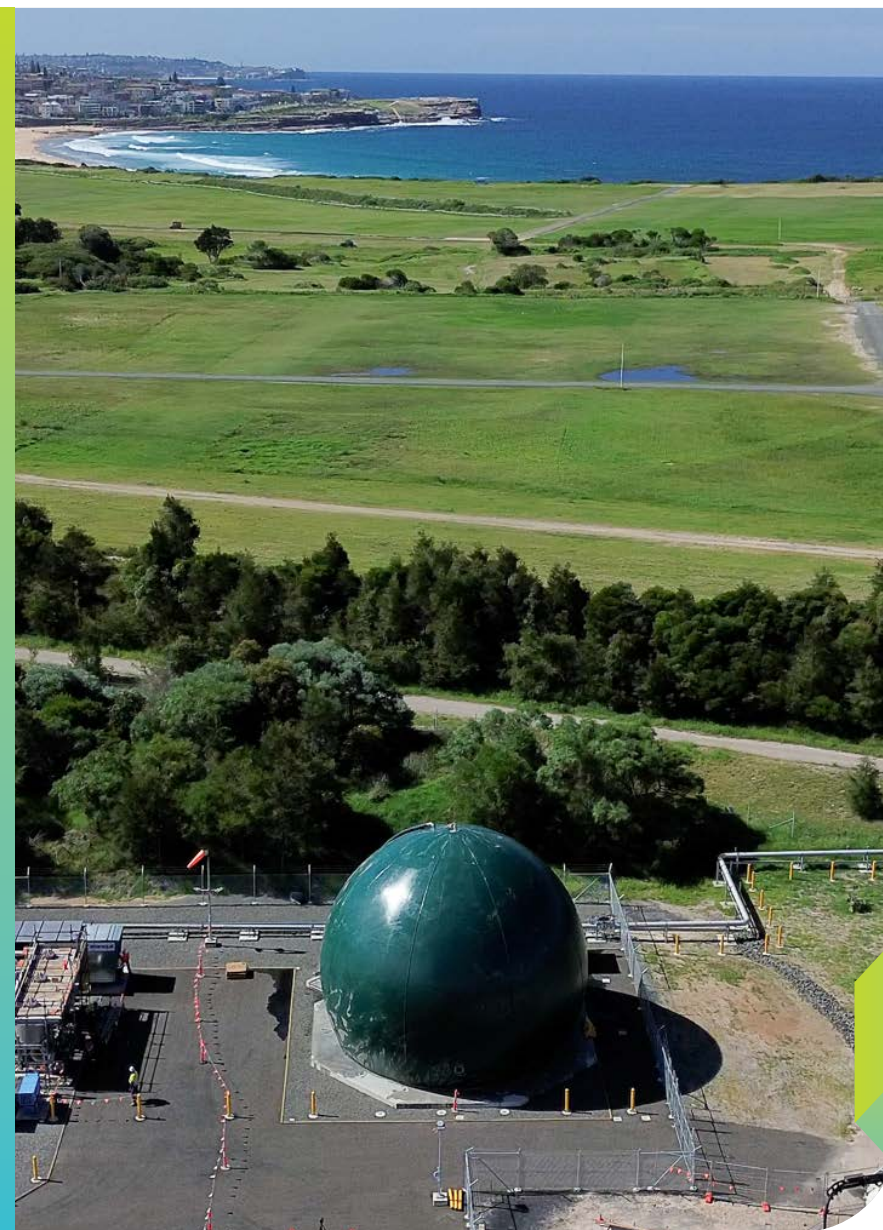
Australia's first biomethane injection plant located in Sydney's west achieved GreenPower certification in March 2024, marking a key milestone in the nation's renewable gas industry. The Malabar Biomethane Injection Plant (MBIP), a collaboration between Sydney Water and Jemena, utilises wastewater to create biomethane which is then injected into Sydney's gas network.

Jemena's Managing Director, David Gillespie, welcomed the achievement.

"Certification is the next step in establishing a domestic renewable gas market which will assist industrial customers to reduce greenhouse gas emissions in their operations. It's exciting to see biomethane meeting GreenPower's stringent environmental and social standards for the first time."

Zinfra earned a bronze Infrastructure Sustainability Council (ISC) rating for constructing the MBIP, a first for an energy project in Australia. The rating highlights excellence across innovation, energy use, materials, and knowledge sharing. Zinfra's Managing Director, Peter Lancov said: "The Malabar project sets a benchmark for building sustainable energy assets, demonstrating our ability to deliver projects that benefit the environment and local communities."

Jemena is working closely with other infrastructure businesses to further Australia's renewable gas sector. This year, Jemena signed MOUs with Optimal, Sojitz, Solarig and Gwydir Circular Economy. Under the MOUs, the parties will assess the feasibility of injecting biomethane produced by each business into the New South Wales gas distribution network. We hope collaborations could, in time, produce enough biomethane to meet the energy requirements of more than half of our current industrial customers.



Case Study: Voltage Trial Helping Rooftop Solar Shine

Jemena's Voltage Management Trial is testing new technology that will regulate the voltage of electricity supplied to homes and businesses so that the grid remains stable and resilient. As more rooftop solar is installed across our network, we need to maintain the most effective grid operation by managing voltage levels and reactive power flow.

The trial took place over a number of months in 2024 in the Melbourne suburbs of Airport West and Coburg South which are within the Jemena Electricity Network.

The technology being trialed was Volt-VAR Control (VVC) and promising test results were seen via monitoring of near real-time Advanced Metering Infrastructure (AMI) voltage data.

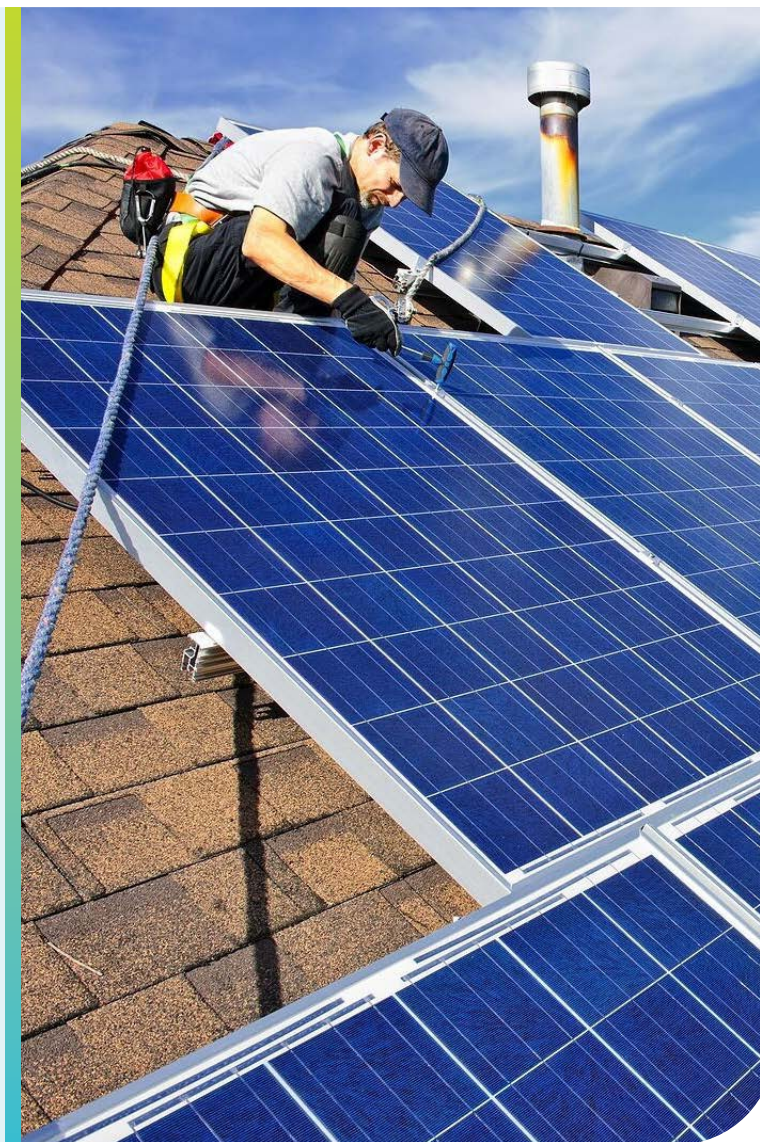
Together with regulating voltage, VVC helps decrease system losses and manage peak demand and energy consumption. It identifies an optimal set

of actions for voltage regulation so that the grid operates without compromising any essential operating constraints like high/low voltage limits and load limits.

As Jemena works to reduce emissions across our network, it is important that more renewable energy resources can be plugged into the grid. We consider that the test results are promising.

"The trial is an important step forward in our work to prepare our electricity network for the future by allowing more renewable energy, such as rooftop solar, to connect to our network," Future Network and Planning Manager Theodora Karastergiou said.

"It will help maintain our compliance with regulated voltage standards, improve the overall reliability of our network in the long-term, and reduce carbon emissions for our customers. It is an important part of our Customer Energy Resource (CER) Integration Strategy."



Greenhouse Gas Emissions and Energy Used

Scope 1 and Scope 2 Emissions

Our Scope 1 and Scope 2 Emissions for 2023–24 are listed in Table 3 below.

Scope 1 Emissions	Scope 2 Emissions	Emissions Intensity	Energy Consumption
656,036 tCO ₂ e	135,318 tCO ₂ e	1.7 tCO ₂ e/TJ	6,728,622 GJ

Table 3: Our 2023–24 Greenhouse Gas Emissions and Energy Use

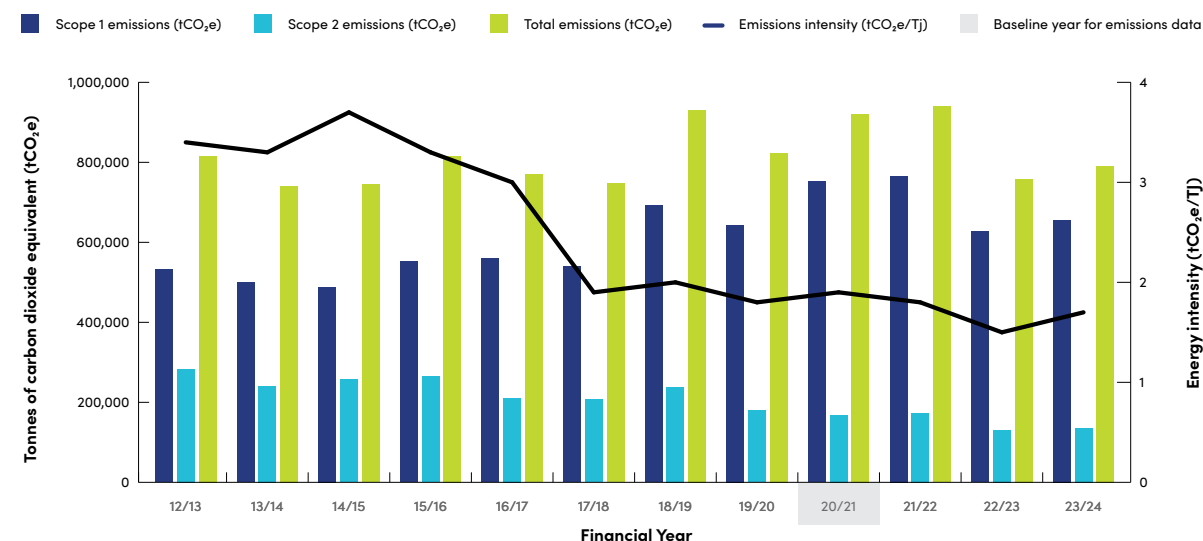


Figure 1: Our Group's greenhouse gas emissions 2012-13 to 2022-24

Figure 1 demonstrates our greenhouse gas emissions over time. As part of establishing our 30 per cent reduction in emissions by 2030, we determined our baseline year was 2021–22.

For the first time in calculating our greenhouse emissions to report under the *National Greenhouse and Energy Reporting (NGER) Act 2007*, our Group used Method 3 to calculate Jemena Gas Networks' emissions instead of Method 1.⁸

Notes: Scope 1 greenhouse gas emissions are emissions released into the atmosphere as a direct result of activities in a facility. Scope 2 emissions (also referred to as indirect emissions) represent the emissions released outside of a facility to produce electricity imported into a facility and used. Under the *National Greenhouse and Energy Reporting (NGER) Act 2007* we report annually on our energy use and Scope 1 and 2 emissions to the Clean Energy Regulator (CER). This report is available on request.

The increase in emissions during the 2018–19 reporting period coincided with the commissioning of the Northern Gas Pipeline.

The increase of emissions in 2020–21 is due to the CER updating/increasing the emission factor of methane used for calculating fugitive emissions. There was also increased fuel gas throughput across the Eastern Gas

Pipeline, Darling Downs Pipeline and Roma North facilities.

In 2021–22, there was increased fuel gas throughput across the Eastern Gas Pipeline and Darling Downs Pipeline.

In 2022–23, our overall emissions decreased by 30.9 per cent relative to the 2020–21 reporting period. This was due to a change in formula for calculating the fugitive emissions in distribution networks by the Clean Energy Regulator.

In 2023–24, our overall emissions increased by 4.26 per cent relative to the 2022–23 reporting period. Moving to a method of calculating JGN's emissions based on sampling and analysis of the gas we transport (Method 3), rather than using a method based on national averages (Method 1) for calculating emissions⁹ for JGN is the main contributor to this increase.

⁸ Australian Government Clean Energy Regulator, [Methods and measurement criteria guideline](#), August 2024

⁹ Australian Government Clean Energy Regulator, [Methods and measurement criteria guideline](#), August 2024



Case Study: Methane Guiding Principles Membership

Jemena took another step in 2024 to demonstrate its commitment to reducing emissions by joining the Methane Guiding Principles international collective.

By becoming a member, Jemena joined over 46 international organisations which are working towards a shared goal of reducing methane emissions throughout the gas supply chain.

There are five guiding principles that aim to assist the gas industry to reduce methane emissions:

1. Continually Reduce Methane Emissions
2. Advance Strong Performance across the Gas Supply Chain
3. Improve Accuracy of Methane Emissions Data
4. Advocate Sound Policy and Regulations on Methane Emissions
5. Increase Transparency

Methane Guiding Principles Program Manager Chris Rathbun said: "We are delighted to welcome Jemena to Methane Guiding Principles and look forward to supporting their efforts to reduce methane emissions."

Members of the Methane Guiding Principles work together to develop and share practical tools and guidance to help others to learn from their experience and put those lessons into practice.

Other businesses who have committed to the principles include Woodside, Australia Gas Infrastructure Group, and APA.

Since becoming a member in 2024, Jemena has participated in the Methane Guiding Principles AGMR (Advancing Global Methane Emissions Reduction) work in Australia, and we have shared lessons learned from our emissions reduction initiatives with our industry peers.

To help towards the goal of reducing methane emissions in 2024, we focused on surveying our gas distribution network in New South Wales, using our Picarro Advanced Leakage Detection vehicles, to identify leaks and subsequently address them.

We also continued to advocate for improved, direct methods for measuring methane emissions with government and regulators.

Scope 3 Emissions

Last year, we reported for the first time on our Scope 3 emissions – those that are a consequence of a company's activities but occur from sources not owned or controlled by the company. We have followed the *GHG Protocol Corporate Value Chain Accounting and Reporting Standard (Scope 3)* to calculate these emissions. Table 4 provides details of our Scope 3 emissions in 2024. Emissions associated with natural gas products and electricity that we transport for end-users are not included in the table, in line with our operational boundaries in this reporting standard. However, in the interests of enhanced disclosure, we estimate that the associated emissions were 29 million tCO₂e in 2022, 27 million in 2023 and 29 million in 2024.

Category	2022 (tCO ₂ e)	2023 (tCO ₂ e)	2024 (tCO ₂ e)
1. Purchased goods and services	59,006.11	74,463.32	60,281.20
2. Capital goods	17,435.69	20,000.29	26,512.50
3. Fuel and energy-related activities	53,038.47	63,319.74	53,957.27
4. Upstream transportation and distribution	572.66	248.93	1,195.50
5. Waste generated in operations	1,097.66	1,589.03	1,361.27
6. Business travel	587.57	1,044.62	2,634.04
7. Employee commuting	2,344.45	2,713.00	2,947.14
TOTALS	134,082.61	163,378.93	148,888.92

Table 4: Scope 3 Emissions 2024

Case Study: Helping Reduce our Fleet's Greenhouse Gas Emissions

In a step towards reducing our greenhouse gas emissions, the Group has begun to transition its vehicle fleet to electric vehicles (EVs) and hybrid vehicles. All new passenger vehicles purchased for Zinfra in 2024 were hybrid, and we rolled out our first hybrid ute in July 2024.

We have introduced a new hybrid EWP (Elevated Work Platform) design which uses both battery-electric and conventional engine-hydraulic functionality to operate, reducing vehicle idling which reduces fuel burn, lowering CO₂ emissions and our operating costs. Four of these were rolled out in 2024.

“This investment in electric vehicles demonstrates our commitment to a more sustainable future,” said Chief Financial Officer, Kate Webster.

“The active replacement and investment into hybrid and mild-hybrid vehicle types is helping to reduce the business's overall average greenhouse gas emissions.”

The new EV fleet will also result in cost savings due to lower fuel and maintenance expenses. Additionally, the Group plans to install fast-charging stations at key locations to support operations and encourage EV adoption within the community.

Our Inaugural Climate Transition Plan

Our *Climate Transition Plan 2025*, developed through 2024, sets out our plan to contribute to Australia's energy transition.

It establishes our climate ambitions and provides information for our stakeholders – including our customers, employees, shareholders, government regulators, suppliers and the communities where we operate – outlining our actions to reduce emissions, such as replacing emissions intensive equipment on our gas pipelines, reducing fugitive emissions and reducing line losses in our electricity network. It also outlines our efforts to establish a renewable gas sector for customers, and to explore opportunities to invest in and, where possible, connect renewable

energy and energy storage infrastructure to the grid through our energy services and contracting business. It details our greenhouse gas emissions metrics and targets, together with our stakeholder engagement and governance processes in place to support the plan's implementation.

In addition to our efforts to reduce greenhouse gas emissions in our operations, we are also continuing to support the development of a renewable gas sector, to support our customers to reach their own emissions reduction targets. This includes signing Memorandums of Understanding with several companies which are looking to develop projects in regional New South Wales that will convert the biogas

released by agricultural waste into biomethane to that Jemena Gas Networks' customers can use. More information is available in *Case Study: Biomethane Sector Reaches Key Milestone* on page 11.

Our Climate Ambitions

- To achieve a just transition for all our stakeholders
- To fully integrate climate considerations in our systems and processes
- To play our role in servicing the energy transition and support Australia's decarbonisation commitments

Climate Transition Plan Highlights



Aiming to invest \$185 million in energy and climate transition initiatives to 2030



Rebalancing our asset portfolio to achieve 50-50 gas -electricity mix by 2030



Targeting 30 per cent Scope 1 and 2 emissions reduction compared to 2021-22 baseline by 2030



Fully integrating climate considerations into our business processes and systems

Nature


We take seriously our responsibility to care for the environment in which we operate, and we remain committed to minimising our impact on local flora and fauna. Our Group ESG Plan sets the direction for our environmental efforts, supported by our Health, Safety, Environment and Quality Management System (HSEQMS), with relevant policies, procedures and systems that support our team members to consider and mitigate the impacts of our operations on local flora and fauna, and minimise waste from our operations.



**Find a
better way**

**We find improved and
innovative ways to work**

2024 at a Glance

ESG Objective	2024 Activity	
 Minimise our impact on the nature and biodiversity across our supply chain and operations	<ul style="list-style-type: none">✓ Progressed implementation of Waste Management Strategy with site reviews of waste and waste streams conducted✓ Fair Supply engaged to assess the biodiversity impacts of our supply chain	<ul style="list-style-type: none">✓ Rolled out risk management, reporting and compliance management platform Omnia to help manage potential risks and impacts on nature and biodiversity (read more in the <i>Governance</i> section on page 55)

Working to Minimise our Impact

Our objective, as set out in our Group ESG Plan is to minimise our impact on the nature and biodiversity across our supply chain and operations. We are maturing our approach to biodiversity management and this year commenced work on developing an organisation-wide biodiversity strategy. This is supported by our Group’s work using the Fair Supply platform, which provides us with reporting data on a range of ESG-related risks in our supply chain including biodiversity impacts, Scope 3 emissions and modern slavery. More information about Fair Supply is on page 19.

In 2024, we focused on continuing to reduce our waste footprint by implementing our Waste Management Strategy, with the aim of decreasing the amount of waste generated and increasing the percentage of waste we divert from landfill.

In March, there was an incident on our Queensland Gas Pipeline between Rolleston and Oombabeer in the state’s Central Highlands Region. We are continuing to work with Queensland and Federal Government authorities and regulators to respond to the incident. An Environmental Rehabilitation Plan

for the incident site was developed by an approved Ecologist and the plan was approved and will be monitored for effective implementation by the Queensland Department of Environment, Tourism, Science and Innovation. Information about the Group’s asset safety is on page 26.

Case Study: Mapping Sustainable Supply Chains

The Fair Supply tool assists our Group to map supply chains from suppliers across the world. It provides our Group with visibility into 62 billion global supply chains combined with sustainability data to quickly assess, identify and report on risks across many Environmental, Social and Governance (ESG) domains including biodiversity, greenhouse gas emissions and modern slavery.

Born out of our Modern Slavery Action Plan, the Group took several steps to deepen its understanding of the potential risks of modern slavery beyond our direct suppliers, to the businesses in their supply chains. The most important of these was partnering on a pilot program with Fair Supply which provided us access to an ESG risk management and compliance solution with reporting data across industries and countries that help us better identify and address modern slavery and associated risks.

Further, the platform helps the Group to understand and map our Scope 3 greenhouse gas emissions and the impacts our projects have on biodiversity.

“It is vitally important that as we transition to a net zero economy and as we reduce emissions in our operations, we do so in a way that is sustainable, socially responsible and minimises our impact on the environment in which we operate,” said Chief Financial Officer, Kate Webster.

“Fair Supply is helping us ensure that we have transparency at every stage of our supply tiers.”

The platform underwent a proof-of-concept process in 2023 and has just completed its first full year of operation.



Waste Management Strategy

Our Waste Management Strategy, introduced in 2023, commits us to positive environmental change through minimising waste generation, optimising the use of resources, and implementing reuse, repair, and donation programs.

It has three goals:



Raise Awareness

Provide training programs and awareness campaigns to educate our team members about waste reduction, recycling practices and proper waste disposal



Streamline Waste Data

Develop systems to track and monitor waste generation, recycling rates and key performance indicators



Increase Waste Diversion

Divert waste from landfill through the promotion of reuse, repair and donation programs. The goal is to increase the percentage of waste diverted from landfill by 30 per cent by 2027, over our 2021 baseline.

To support our business units to improve their environmental practices, each have Environmental Business Partners from the Group's Environment and Sustainability team. This past year, our business partners have worked closely with areas across the Group to train and conduct awareness campaigns. They worked with operational teams through a series of site reviews and supported them to change procurement practices to reduce the volume of materials on hand, and raised awareness of materials that can be reused or recycled, such as batteries, cables, e-waste, oil, oil filters and transformers, in order to conduct site reviews to implement more efficient recycling practices.

We believe this work contributed to the overall volume of waste generated decreasing. While the percentage of waste diverted from landfill remained stable, in 2024, 2976.30 tonnes of waste was generated compared to 3,693.65 tonnes in 2023. This is a 19 per cent decrease in waste generation.

To further support us to deliver this strategy, towards the end of 2024, we appointed a waste management services provider to partner with us to identify further opportunities for reduction in waste generation, and to increase the amount of waste diverted from landfill.

Waste management data for 2024 is in Table 5.

Year	Waste Generated (tonnes)	Waste Diverted from Landfill (tonnes)	Waste Directed to Landfill (tonnes)
2023	3,693.65	1,439.99	2,253.66
2024	2,976.30	1,191.77	1,784.54

Table 5: Waste Management Data

Water and Effluent Management

Consistent with previous years, our Group’s water consumption in 2024 remained primarily that which is used in our offices in kitchens and bathrooms. We do not extract water from underground for our operations.

Our Western Sydney Hydrogen Hub remains our only facility in which we use a significant volume of water for our operations. To produce hydrogen at this facility, we use purchased renewable electricity to split water into hydrogen and oxygen through electrolysis. We use water generated at this facility to water grassland on site. Water consumption at the Western Sydney Green Hydrogen Hub is listed in Table 6. The volume of water consumed in 2024 increased due to increased production of hydrogen at the facility.

In relation to managing effluent, most of our facilities are located in cities and townships and are therefore connected to local council sewage services. In our three most remote locations, we treat effluent in Biocycle units and use the treated water on grassland on site.

Year	Water Consumed (kL)
2022	138.25
2023	84.17
2024	330.00

Table 6: Water consumption at our Western Sydney Hydrogen Hub

Case Study: Protecting the Swift Parrot along the Tasmanian Gas Pipeline

Since 2020, Zinfra team members working on projects along the Tasmanian Gas Pipeline (TGP) have collaborated with the pipeline’s owners, and volunteers to protect an endangered parrot population, including Swift and Orange Bellied Parrots.

After years of planning, preparation and dedication, four endangered Swift Parrots have been housed as part of a breeding program.

Zinfra Field Manager Greg Donald said a lot of work has gone into the parrot protection program dating back to when construction on the pipeline began.

“For over 20 years we have been working to help secure the parrot population in Tasmania, right from when we started construction on the gas pipeline and minimised the impact on the Eucalyptus Ovata vegetation that the parrots use for shelter, food and breeding.

“As the pipeline runs through two Swift Parrot habitats, we ensured the alignment of the pipeline allowed us to keep as many trees as possible.”

The Swift and Orange Bellied parrots only breed in Tasmania in the summer months, then migrate north over winter to mainland Australia.

The Zinfra team, along with TGP, worked with the wildlife sanctuary Lobster Ponds Haven in Flowerdale, Tasmania. Alongside its new Swift Parrot aviary housing the four birds for a breeding program, the facility also houses the protected Giant Freshwater Crayfish, which is the largest freshwater crustacean in the world.

Greg said Zinfra is focused on finding ways it can give back to the communities in which it works through these kind of long-term projects.

“Now with the Swift Parrots safely housed, we have taken a big step forward in paving the way for introducing Orange Bellied Parrots in the near future,” Greg said.



Health and Safety


As an energy company, with a long history of transporting energy to millions of homes and businesses each day, we understand not only the risks inherent in what we do, but how important it is we ensure the safety of our people and the communities we support. Our approach to safety is reflected in our strategic objective: *continue to build a safe and inclusive workplace.*



We care

We value safety and wellbeing for ourselves, our community and environment

2024 at a Glance

ESG Objective	2024 Activity	
 Continue excellence in the safe operation of our assets and the health of our people	<ul style="list-style-type: none"> ✓ <i>Group Health & Safety Strategy 2025-28</i> approved and launched. ✓ Psychosocial Safety Framework integrated in strategy ✓ Focus on improving leaders' health and safety capability to lead and manage their teams' health and safety ✓ Successful review of asset safety risk management & approach to critical controls 	<ul style="list-style-type: none"> ✓ Focused employee engagement to minimise minor injury and improve apprentice safety via our "Where's Your Head At?" campaign ✓ Enhancement of our Omnia risk management platform to integrate our incident management and assurance activities and enhance health and safety analytics and reporting ✓ Continued focus on Respect@Work and <i>Creating Respectful Workplace</i> training (see <i>Our People</i> section on page 34)

Safety Performance

Key Performance Indicator	Timeframe	Target	Actual
TRIFR – Total Recordable Injury Rate The number of Recordable Injuries (Lost Time or Medical Treatment Injuries) per million hours worked.	12 Month Rolling	3.0	2.7
Safety Strategy Index Achievement of key activities detailed in the CY24 H&S Strategic Workplan	Once Yearly	3.0	4.0

Notes: The rollout of the *Where's Your Head At?* communication campaign (read more on page 25) aided in lowering the number of hand and finger and slip and trip type events. Incidents involving apprentices plateaued, despite increasing the number of apprentices within the business. Hazard reporting continued to increase by 21 per cent, while near miss events decreased by 22 per cent throughout 2024. The increase in hazard reporting is attributed to the advent of new risk management tool Omnia and targeted incident reporting campaigns throughout Zinfra. The number of Significant Incidents (High Potential) remained consistent with 2023 performance.

Committed to Health and Safety

Ensuring the health and safety of our people, assets and the communities we operate in remains critically important for our business. The inherent risks associated with our work in the energy sector and the importance of the services we provide to our customers and the Australian economy ensures safety is at the forefront of our operations.

A major focus for us in 2024 was developing our *Health and Safety Strategy 2025–28* through significant consultation with the business, starting with a whole-of-company review of our approach to safety in 2023. This review assessed our capability to deliver safe work and provided us with specific areas of focus in the coming years.

The resulting strategy is underpinned by four key result areas – leadership, learning, communication, and critical risk, and sets out key strategic initiatives under each area to continue improving our ability to work safely.

Communication and Engagement

Health and safety are an important focus of our internal communication and engagement activity with our people year-round, whether they are working in the field, on a project site, in the office, or from home. Throughout the year we focused on communicating and engaging with our people through our *Where's Your Head At?* campaign, which helped drive a decrease in slips and trips and injuries to hands and fingers (see the case study on page 25 for more details).

To support the release of the refreshed *Health and Safety Strategy*, we continued our engagement and education with our team members in Q4 2024, aligned with National Safe Work Month in October – when our Group has a particular focus on communicating with our people about the importance of a safe work environment. This highlighted our renewed focus by sharing team members' stories highlighting incidents or near misses they experienced, what we learned and what was implemented as a result, as well as taking people through the new strategy.

This year also saw a particular focus on the health and safety of our apprentices – read more on page 27.

Key Result Area	Leadership	Learning	Communication	Critical Risk
What Good Looks Like	Leaders understand how work is done, set expectations and reinforce commitment through visible safety leadership and drive actions to resolve safety issues.	Work is studied to gain insights on what creates success and to identify emerging issues. We learn from incidents to improve organisational processes and prevent recurrence.	Information flows from leaders to the frontline and back, employees feel psychologically confident to share, and there are formal and informal means to raise issues and risks.	Critical safety risks are reduced to be as low as is reasonably practicable. Work insights inform our view of risk and performance is monitored using lead indicators.
Key Strategic Initiatives	<ul style="list-style-type: none"> • Respect@Work • Leader development • Leader presence and insights • Supervisor role 	<ul style="list-style-type: none"> • Work insights program • Health and Safety training and competency • Incident investigation process improvement 	<ul style="list-style-type: none"> • Critical safety communication • Peer-to-peer communication • Recognition system 	<ul style="list-style-type: none"> • Critical risk program improvements • Psychosocial Safety Framework • Safe and simplified systems

Case Study: Where's Your Head At? Staying Focused on Safety

This year our Group launched the *Where's Your Head At?* campaign to tackle frequent, low-risk incidents that were impacting field teams. The campaign targeted four areas: hands and fingers, slips, trips and falls, incidents involving apprentices, and psychological safety.

What made the campaign stand out was its unique approach to safety messaging. Through referencing a 'banger' 2001 dance track and using eye-catching pop art graphics, the campaign caught the attention of our workforce. This was summed up by feedback from one of our gas service technicians who let us know it was "great to see a different style and approach towards safety messaging". More broadly, our field teams found the campaign helped employees stay focused and mindful of potential risks while on the job.

We believe the campaign's contribution to reducing frequent, low-risk incidents was significant. In 2024, our Group reported a decrease in injuries and incidents compared to the previous year. The number of hand and finger injuries dropped by 11 in 2024 compared to 2023, showcasing the effectiveness of the campaign's messaging. Similarly, incidents related to slips, trips, and falls saw a notable decline, again decreasing by 11.

Health and Safety General Manager Lisa Crawford said while the numbers are a good way to measure success, campaigns like this go further than just figures.

"Looking beyond the numbers, the campaign fostered a culture of safety and awareness within the team. Many of our team members have worked in the industry for a long time, whilst others such as our apprentice workforce are newly experiencing hazards that can result in personal injury. Taking an innovative approach to safety messaging captured the attention of our people and reinforces our commitment to a safer work environment."

"With ongoing support and creative initiatives, the company strives to further reduce incidents and ensure the safety of our people" she said.



Safety Training and our HSEQ System

Training continues to be an important component of our health and safety strategy and starts as soon as new team members come on board. In 2024, we reinforced the importance of health and safety by refreshing components of our on-boarding training for new staff to familiarise them with our Health, Safety, Environment and Quality (HSEQ) Management System¹⁰. These training modules provide employees with the information they need to effectively manage health and safety in their day-to-day operations.

More information about training for our teams is available on page 36.



Our SAFE Commitments

Health Promotion

We value the physical and mental health of our people and undertake a range of proactive initiatives to support a thriving workforce. These include:

- Bodycare Injury Prevention Program – an early intervention program to prevent work-related physical injury from becoming serious and minimising recovery time through prompt treatment and effective management. In 2024, 114 people participated in this program, compared to 113 in 2023.
- Respect@Work training (more information on this bullying and sexual harassment prevention initiative is in *Our People* on page 34.)
- Zinfra's partnership with Mates in Energy – an integrated industry intervention program that focuses on suicide awareness and prevention, builds stronger and more resilient workers, connects workers to support, and partners with researchers to inform industry of best mental health practice.
 - In 2024, the program was rolled out to more than 600 team members.
 - More than 150 team members have volunteered for further training to help support the broader workforce.
- Our holistic wellbeing service, which provides staff access to a range of wellbeing services and professionals, including psychologists, social workers, dieticians, legal advisers and financial coaches.

Focus on Asset Safety

Given the risks inherent in transporting electricity and gas we are focused on the safety of our assets and their potential impact on the broader community.

In 2024 we undertook a series of activities both planned as part of refreshing our *Health and Safety Strategy* and in response to an incident on our Queensland Gas Pipeline in March that occurred near Rolleston in Queensland's central highlands region and impacted many of our major industrial customers in Gladstone.

Activities completed included risk management workshops focused on the safety of our assets. This led to establishing a series of critical risk pilots, enhancing executive oversight through establishing a quarterly asset safety forum, and refining our risk management approach to the safety of our assets, which now considers customer and environmental impacts as well as public safety.

The first critical risk pilot has focused on the QGP pipeline, and its first stage has provided a much deeper understanding of controls associated with the pipeline, and created a new set of key performance indicators for safety of the asset. This now-ongoing program will expand to other Jemena gas assets. More information about our enterprise risk management framework is available at www.sustainability.jemena.com.au or www.sustainability.zinfra.com.au.

¹⁰ Our HSEQ system is assessed and registered as meeting the following international standards: ISO 45001:2018 – Occupational health and safety management systems, ISO 9001:2015 – Quality management systems and ISO 14001:2015 – Environmental management systems.

Case Study: Making Apprentice Safety our Priority

Zinfra's Apprentice and Trainee Program continues to grow, with 172 apprentices and trainees currently employed. Since its inception the program has grown substantially, with Zinfra investing heavily to ensure its continued success.

In 2024, Zinfra recruited 46 new Electrical Apprentices and Trainees to commence in 2025. The cohort is our most diverse yet, with a record nine women joining the program. It also includes individuals who are making a career change into the industry from other sectors including: ambulance services, banking, and the Defence Force. Current projections suggest our Apprentice and Trainee Program will increase to 240 apprentices and trainees by 2029.

With this growth has come challenges. "We observed a higher proportionate number of apprentices experiencing injury when compared to the size of the workforce, with one in five apprentices affected within their first six months," Health and Safety General Manager Lisa Crawford said.

"The majority of these injuries were minor in nature but alerted us to a need to strengthen how we manage the safety of new entrants to our industry. The rapid expansion of our apprentice and trainee numbers required us to step back and modify the approach of our apprentice and trainee onboarding and mentorship."

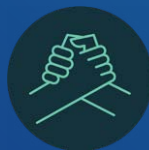
To address these challenges, we implemented several key initiatives in 2024 including through the *Where's Your Head At?* campaign; rolling out a revised and enhanced mentor training program, with 290 mentors and buddies completing the training; and development and delivery of a Safety Fundamentals training program for our first-year apprentices and trainees.

In 2024, the total number of apprentice injuries remained stable, despite a larger apprentice cohort – demonstrating a reduction in the proportionate number of injuries.



Our People

Against the backdrop of an increasingly competitive job market, we are focused on making our workplace one people want to join and where they feel like they belong. We believe we have a workplace where our team members are rewarded for their work and have opportunities to develop, have flexibility that works for them, and feel like their work contributes to Australian communities.



**Better
together**

We value the diversity of our
people, working together to
achieve great outcomes

2024 at a Glance

ESG Objective	2024 Activity	
 Enable our workplace to be a great place to belong, where people feel safe and valued for their diversity	<ul style="list-style-type: none">✓ Revised <i>Diversity Inclusion and Belonging Roadmap 2025</i> released✓ Became a member of Diversity Council Australia✓ Peer based <i>Creating a Respectful Workplace</i> program conducted with 67% of team members participating	<ul style="list-style-type: none">✓ New <i>Innovate Reconciliation Action Plan</i> approved and endorsed by Reconciliation Australia✓ Cultural Heritage training conducted with over 400 participants

People Performance

Key Performance Indicator	Timeframe	Target	Actual
People Engagement Score The average result of the five engagement questions in the annual People Survey.	Once yearly	68.0	74.0
Gender Targets Achievement of 2024 gender targets	YTD	85.0	100.0

Our Group believes the people who work for us are our most important source of energy. Our People initiatives enable us to recruit and retain a workforce of passionate individuals.

Guided by our 2023-2025 *Diversity, Inclusion and Belonging (DIB) Roadmap 2023-25*, our focus remains on making our Group a great place to belong, where everyone feels safe, and valued for their diversity, while delivering to a high standard for our customers, communities, and clients.

Building a Sense of Belonging

In 2024, we continued our focus on ensuring our Group is a great place to belong, where everyone feels safe and valued for their contribution.

We were pleased to note the positive impact of work under way, as measured in the 2024 People Survey. Survey participation remained strong at 82 per cent and staff engagement increased from 72 per cent in 2023 to 74 in 2024 – exceeding our target of 68.

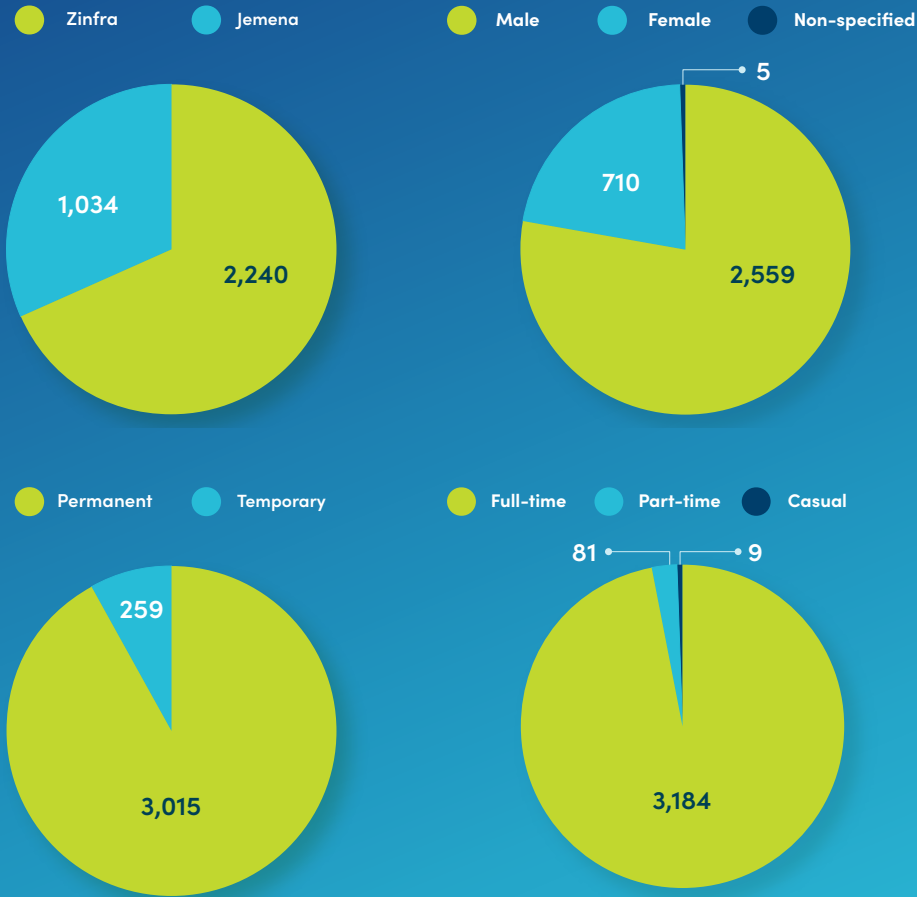
While we think the results were broadly positive, we also heard there were areas for further focus in our business, to make sure positive workplace experiences are consistent for every one of our team members.

As a result, we will continue to listen to our people, using the survey results to inform the development of our workplace at the individual, team and leadership levels.



Our People:

On 31 December 2024, our Group employed 3,274 people.



We understand that building the workplace we want to be requires working with others in our sector, and Australian businesses more broadly. To enable this, we became a member of Diversity Council Australia, and through our Managing Director David Gillespie, we are active contributors to the Champions of Change Coalition’s Energy Group. This group brings together leaders from energy generation and production, distribution, retail and resources businesses to address gender inequality in the energy sector.

Our DIB Roadmap

Our *Diversity, Inclusion and Belonging (DIB) Roadmap 2023-25* guides our annual focus areas, strengthening our business through greater diversity. This roadmap, refreshed in 2024, builds on our first diversity and inclusion strategy launched in 2020. It guides how we build our capability and provides leaders and team members with clarity on our priorities. It is focused on three key strategic pillars: community partnering, inclusion and wellbeing, and flexibility and equity (Table 7).

Governance and leadership are provided by our DIB Council, led by our Managing Director and diverse representatives from across the organisation. Supporting the council are two executive working groups – our Executive Gender Equity Working Group, and our Reconciliation Action Plan Steering Committee – as well as four employee networks:

- allyra – LGBTQIA+ community network
- Celebrations – multiculturalism
- Diversability – people with disabilities
- Indigenous Employee Network – First Nations.

Together, these groups provide a means to ensure we understand the range of perspectives and needs of our staff.

 Community Partnering
We partner with the communities in which we operate to provide social and economic value that supports our social responsibilities
<div><div><ul style="list-style-type: none">• Innovate Reconciliation Action Plan• Industry/Community Partnerships</div><div><ul style="list-style-type: none">• Employment Partnerships• Cultural Competency and Awareness</div></div>
 Inclusion and Wellbeing
We enable an inclusive environment that embraces diversity, values wellbeing and provides a place where people feel like they can contribute fully
<div><div><ul style="list-style-type: none">• Equality and Diversity• Respect@Work</div><div><ul style="list-style-type: none">• Employee Networks• Mental Health and Wellbeing</div></div>
 Flexibility and Equity
We have established a flexible workplace that develops and rewards our people in a way that meets their diverse needs and contributions
<div><div><ul style="list-style-type: none">• Pay and Performance• Recruitment and Talent Development</div><div><ul style="list-style-type: none">• Workplace and Workforce Design• DIB Policy Refresh</div></div>

Table 7: An overview of our *Diversity, Inclusion and Belonging Roadmap 2023-25*

2024 DIB Roadmap Achievements

Community Partnering

Innovate Reconciliation Action Plan

A major achievement for 2024 was releasing our Innovate Reconciliation Action Plan during NAIDOC Week. It builds on the progress achieved through our previous Reflect Reconciliation Action Plan, released in 2015. Its theme is *Connecting to Country – Connecting with Community*, with a focus on embedding cultural awareness and understanding across our Group, developing more opportunities for Indigenous employment, and better engaging Traditional Owners on our projects and in communities.

In 2024, Reconciliation activities included:

- supporting Foundation 2 Future, a new initiative supporting First Nations people into work in the Northern Territory (read more in the *Our Community* section on page 48).
- running events featuring the experiences of First Nations people during National Reconciliation Week and an extended week of NAIDOC events including: announcing the release of our *Innovate Reconciliation Action Plan*; performances from the Djirri Djirri Wurundjeri dancers in our Melbourne office; a meal with Traditional Owners and our team in Mount Isa; morning tea supplied by Indigenous caterers in our North Sydney office; and a dot-painting class in our Greystanes depot in Sydney.

Relationships	Respect	Opportunities	Governance
<p>Action 1: Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander communities, stakeholders, and organisations</p> <p>Action 2: Build relationships through celebrating National Reconciliation Week (NRW)</p> <p>Action 3: Promote reconciliation through our sphere of influence</p> <p>Action 4: Promote positive intercultural relations through anti-discrimination strategies</p>	<p>Action 5: Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and rights through cultural learning</p> <p>Action 6: Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols</p> <p>Action 7: Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week</p>	<p>Action 8: Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development</p> <p>Action 9: Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes</p>	<p>Action 10: Establish and maintain an effective RAP Steering Committee to drive governance of the RAP</p> <p>Action 11: Provide appropriate support for effective implementation of RAP commitments</p> <p>Action 12: Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally</p> <p>Action 13: Continue our reconciliation journey by developing our next RAP</p>

- training that supports more than 400 field-based employees to be able to recognise and protect First Nations cultural icons and artwork
- contributing more than \$7 million to First Nations businesses through procuring their goods and services through our relationship with Fair Supply.

Read more about the planned activities underpinning these actions in our [Innovate Reconciliation Action Plan](#).

Case Study: Our People, Our Energy, Our Story



In a world where the competition for talent is tighter than ever before, we believe businesses which can tell a compelling corporate story are best placed to not only attract the right people for the right job, but to retain them. In 2024 our Group Communications and Human Resources teams worked together to develop

the *Our People. Our Energy. Our Story* campaign – an integrated internal communications campaign which sought to enhance employee belonging by bringing to life the reasons why people choose to work for our Group.

The campaign was based on research with our people that showed what they most valued about working for our Group, namely: being able to be their authentic self at work; accessing career opportunities and benefits including the ability to work flexibly; making a difference in their local community; and being able to work on projects which are contributing to Australia's energy transition.

The campaign included a series of videos that featured staff members sharing and speaking to an image which demonstrated why they were proud to work for our Group. The campaign also encouraged our team members to share their own photos and stories on Viva Engage (formerly Yammer).



Corporate Affairs General Manager Tania Colman said: "We're really proud of the *Our People.*

Our Energy. Our Story campaign, because it

created a real buzz around the office. In a post-Covid world those 'water cooler moments' where you get to know your colleagues, what they do, and why they enjoy their work are harder to come by, and we are so proud to have delivered a campaign that helps do something similar over a sustained period of time."

Case Study: Instilling Cultural Awareness Across Our Business



This year has seen our Group progress our reconciliation journey and embark on the roll out of our Innovate Reconciliation Action Plan (RAP). An Innovate RAP focuses on educating and training employees about cultural awareness and cultural heritage to build the level of commitment to advancing our community and business partnerships with First Nations communities.

"As part of the Group's ongoing commitment to reconciliation we are working closely with Reconciliation Australia and state-specific Indigenous chambers of commerce to increase our spend with certified First Nations businesses. During 2024 we donated more to First Nations community and charity groups than ever before." said People, Safety and Governance Executive General Manager Craig Ypinazar, who chairs the RAP Steering Committee.

"When we started our journey towards reconciliation through the launch of our Reflect Reconciliation Action Plan in 2020, this resource became a key platform to help us gain a better understanding of Aboriginal and Torres Strait Islander Peoples, cultures, and histories."

The Group's Innovate RAP builds on this progress and will see embedded cultural awareness and understanding across our Group, develop more opportunities for Indigenous employment, and engage Traditional Owners on our projects and in communities through our RAP theme and commitment of 'Connecting to Country – Connecting with Community'.

Inclusion and Wellbeing

Respect@Work

As part of our Respect@Work initiative, we delivered our *Creating Respectful Workplaces* training program to 67 per cent of our people. The program gives our people confidence and capability so that they can model behaviours which create a safe and respectful working environment for everyone. It also reinforces our commitment to psychological wellbeing and safety for our people.

We were particularly pleased to note positive commentary in relation to our focus on creating a respectful workplace through the roll-out of our Respect@Work program through our annual People Survey, where 86 per cent of survey respondents told us they felt able to intervene as a bystander if they saw inappropriate behaviour.

Using a peer-to-peer approach, these training sessions were delivered by Group team members who participated in 'train-the-trainer' sessions. Our focus is enabling our people to make the move from a bystander to 'someone who does something' in instances of harassment (including sexual harassment) and bullying. To further embed Respect@Work into our Group, an action plan has been endorsed to continue building a safer and more respectful workplace into 2025 and 2026.

In 2024, we investigated a small number of formal discrimination complaints relating to harassment, sexual harassment and bullying. These incidents led

to termination in two instances, additional training in three instances, seven instances of disciplinary action/warnings and one incident which is no longer subject to action. One incident remains open at the time of writing.

Flexibility and Equity

Gender Equality and Pay Equity

For the 2023-24 financial year, we reported a decrease in our gender pay gap of 1.1 per cent – moving from 19.4 per cent in 2023 to 18.3 per cent in 2024. Notably, this has decreased by 6.4 per cent from 2022 – the year we first started formally reporting. At the same time, we continue to report a gender pay equity gap of 1 to 2 per cent for work of equal or comparable value, in line with data from previous years.

The energy sector has traditionally been populated by men, particularly in field and engineering roles, which sets the scene for the current drivers of our pay gap – the high distribution of men in technical field, trade and engineering roles, many of which have more overtime payments attached, as well as more men in senior leadership roles.

Since 2021, we have implemented intentional talent management initiatives to drive improvements in gender representation across leadership levels. As of 31 December 2024, 33 per cent of direct reports to our Managing Director are women. Of the people reporting to

an Executive General Manager, the percentage of women grew from 23 per cent to 44 per cent.

Amongst our Graduate cohort (commencing in 2025), 67 per cent are women. We are also looking to increase the number of women employed as apprentices, and are pleased we are again on a trajectory to meet our 2026 target of a quarter of our apprentices being women, with an increase to 14.5 per cent, compared to 8 per cent in 2023.

Finally, we also recognise the importance of partnering with education and training organisations to increase female participation in STEM (Science, Technology, Engineering, and Mathematics) subjects, and in 2024 – in partnership with Monash University – awarded our second Industry Leadership Scholarship to a female engineering student.

Thanks to our range of policies and initiatives supporting pay equity, flexible and remote working, paid parental leave and career development, we remain one of Australia's Top 101 Workplaces for Women, according to Work180, which aims to support women to make informed career choices.

More detailed information is available in our [WGEA Employer Statement](#).

Our aim is to have 40:40:20 representation (40 per cent women, 40 per cent men, and 20 per cent of any gender) across several areas of our business by 2030, outlined in Table 8. In 2024, we reassessed our approach to gender targets, as in some areas of the Group, these are being met. However, in areas that are more traditionally occupied by men, including in potential leadership roles in our energy services and management company, Zinfra, more focus is required.

	2024 Position	2025 Target	2026 Target	2030 Target
Jemena - All	41.5%	40.0%	40.0%	40.0%
Zinfra - Leadership and Management Roles	17.7%	22.2%	25.7%	28.0%
Graduate Program	60.6%	40.0%	40.0%	40.0%
Apprentices	14.5%	21.5%	25.0%	40.0%

Table 8: Percentage of women employed in 2024 compared to our 40:40:20 representation targets

Family Friendly Workplace Commitment

We also continue to support all our employees through our commitment to being a family-friendly workplace. A central component of our commitment is our Supporting Families initiative, which incorporates our parental leave arrangements, together with other forms of support for parents and people with caring responsibilities. Like all Group benefits, our permanent employees (both part-time and full-time) have access to these arrangements. Details of our parental leave approach are available at www.sustainability.jemena.com.au and www.sustainability.zinfra.com.au.

Information about our team members who took paid and unpaid parental leave is at Table 9.

Highlight: Our Early Careers Programs

We are proud of the strides we've made in fostering diversity and inclusion within our early careers programs:

- **Gender Diversity:** We've worked hard to increase female representation, with half our interns this past year being women, and 60 per cent of our graduate cohort. This is notable, considering that only 17 per cent of engineering graduates are women. Additionally, a number of our graduates are mature-aged students, further enhancing the diversity of our talent pool.
- **Recognition:** We were once again recognised among the Top 100 Graduate Employers by the Australian Financial Review, climbing more than 40 places this year.
- **Partnerships for Equity:**
 - We continued our collaboration with CareerSeekers and The Smith Family Foundation, providing underprivileged students with valuable on-the-job internship opportunities.
 - We strengthened our partnership with Monash University for the second consecutive year by offering two Graduate Prizes and one Scholarship for women in electrical engineering. This year, all three recipients of these awards undertook paid internships with us, allowing them to gain real-world experience.

We partnered with the University of Queensland, the University of Sydney, and the University of Tasmania, to offer Graduate Prizes recognising and supporting students who are excelling in civil and electrical engineering.

	Men			Women		
	Primary	Partner	Unpaid	Primary	Partner	Unpaid
Jemena	24	17	-	20	-	4
Zinfra	48	77	-	12	-	1
Total	72	94	-	32	-	5

Table 9: Paid and Unpaid Parental Leave

Talent Development

Through our employee survey campaign (read more on page 30) our people told us that the career development opportunities are among the most valued aspects of working at our Group.

In 2024, we continued to focus on developing future leaders through personalised and targeted development, succession planning and data-driving leadership planning. By combining intentional diversity strategies, targeted development, and advanced succession tools ensures we are building a robust and inclusive leadership pipeline for the future.

In this past year, our Group delivered a range of development activity which includes formal programs, coaching and team development. Key highlights included:

• Leadership and Management Development

- We established a new three-day development program for field crew leaders, team leaders

and supervisors that provides foundational knowledge and skills for leadership. Each participant received their own 360 Feedback Report to provide insights into strengths and development areas.

- We launched our *Management Essentials* which provides people managers with the skills and knowledge to demonstrate effective people management, linked to the annual performance cycle. Modules included Goal Setting, Ongoing Performance and Performance Reviews. Scoping is underway for modules on Ongoing Development and Difficult Conversations which will be available in 2025.
- We supported the development of our Graduates, through building their influencing skills and business and commercial acumen. This activity saw graduates run virtual pizza shops, understand their behavioral styles, and help train each other on how to influence others.

• Building Coachlike Behaviours

- Eleven leaders took part and completed our coaching program that saw them build their competency – delivering more than 70 hours of coaching to 23 people.
- Our GROW Coaching Service took on 11 new coaching relationships in 2024, equating to over 20 hours of coaching.
- Forty leaders took part in the newly developed Introduction to Coaching Skills course that was designed to provide them with the basics of using coaching techniques to improve how they manage and lead their teams.

A key deliverable for this year was scoping our Leadership Framework which will provide clarity and alignment on what the Group expects from its people managers and those who demonstrate leadership. The Framework was built using the ideas and opinions of over 200 colleagues from across the Group to answer the question 'What does good leadership look like?'. The framework will be refined for launch to the Group in early 2025, and is intended to be woven into all people management activity including how we recruit, develop, and reward our managers, and those who demonstrate leadership at all levels in our Group.

In addition to the training and development activities offered to our future leaders, across the business, we provided training to maintain and enhance the critical skills and capabilities of our field crews and other team members working on our electricity and gas assets. In 2024, we delivered 109,300 hours of this training.

Our Customers


Our customers are at the heart of our business. We remain committed to meeting their energy needs today, while preparing for the energy system of tomorrow. Our commitment to our customers is reflected in our Group's Mission statement – *Creating sustainable energy solutions with communities* – and is something we work towards each day.



**Think like
a customer**

Our actions consider our
customers, community,
and other stakeholders

2024 at a Glance

ESG Objective	2024 Activity	
 Our customers' and clients' voices are reflected in our strategies and operations through the energy transition	<ul style="list-style-type: none"> ✓ Developed and delivered plans for our future including: <ul style="list-style-type: none"> ✓ 5-year pricing and services plans for our electricity and gas distribution networks to submit to the Australian Energy Regulator ✓ 10-year strategies for the future of our electricity and gas distribution networks ✓ our gas transmission asset strategy ✓ Improved our online customer services through our CX Uplift program 	<ul style="list-style-type: none"> ✓ Awarded a contract to deliver all operational and maintenance services to AusNet, a major electricity network in Victoria ✓ Helped support vulnerable customers and kept people connected in emergency situations ✓ Collaborated within the Energy Charter, #BetterTogether initiative 'Community Energy Resilience' to design and deliver the 'Check, Plan, Do' Power Outage Plan website

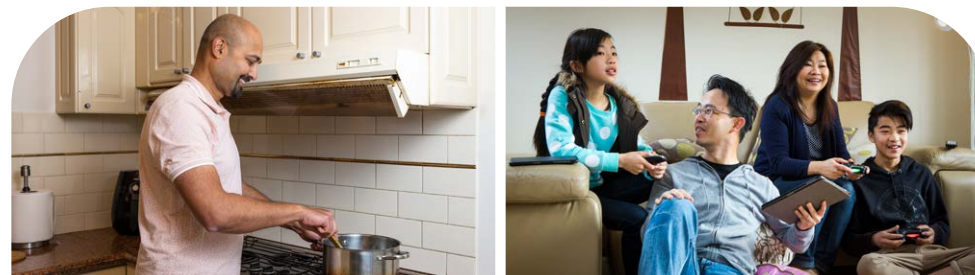
Our Customer Focus



Customer Numbers and Volume

Table 10 sets out details about our customers, and the volume of energy we transport.

Gas Distribution	Total Customers	Volume per year (PJ)
Residential Non-business homeowners or tenants using gas mainly for heating, hot water and cooking	1,507,512	27.1
Commercial Small business and commercial properties using gas for space heating (offices, shopping centres), water heating and commercial cooking	36,484	12.3
Industrial Mainly representing chemical production, manufacturing and electricity generation	397	48.1
Total	1,544,394	87.5
Life Support Customers Customers who receive additional support and consideration when we plan maintenance and during unexpected emergency power interruptions	7,312	



Electricity Distribution	Total Customers	Volume per year (MWh)
Residential Non-business homeowners or tenants using electricity mainly for heating and cooling, appliances and lighting	346,931	1,529,636
Small Business Small business and commercial properties using electricity for heating, cooling, lighting and operation of their equipment	28,621	705,492
Large Business Mainly representing manufacturing, large infrastructure facilities and data centres	1,507	2,246,977
Total	377,059	4,482,106
Life Support Customers Customers who receive additional support and consideration when we plan maintenance and during unexpected emergency power interruptions	7,862	

Gas Transmission Services	Total Customers	Volume per year (PJ)
Retailers Aggregate demand from millions of households and businesses	13	84
Industrial Users Use gas as a feedstock because of its chemical properties or because it can cheaply and rapidly heat to very high temperatures required for many industries	16	30
LNG Exporter Australia has one of the world's largest LNG export industries	1	173
Producers Seek a route to market for their product	7	86
Brokers Help third parties in managing their gas supply, demand and trading requirements	4	8
Generators Gas is used to generate electricity in all states in Australia to meet peak demand, provide baseload power and deliver system strength and security	3	20
Total	44	400
Zinfra Clients	AusNet, Energy Queensland, EvoEnergy, Hydro Tasmania, Jemena, Palisade, Powerlink, TasNetworks, Transgrid and United Energy	

Table 10: Group customers and clients

11 SGSPAA, *Climate Transition Plan 2025*, February 2025, pages 22–31.

Our Group's customers rely on us to provide safe and reliable energy services 24/7, and our focus is on their future needs through the energy transition.

While we continued our efforts on becoming a leading customer service organisation through our CX Uplift plan in 2024, we also prepared for the future through a program of deep engagement with our customers to understand their needs. We also worked with the broader energy sector to help support energy security, and the reliability of the energy system.

Helping Support Energy Security

As the large gas reserves in the Bass Strait decline, the potential for gas shortfalls impacting Australia's energy system, and in turn affecting our industrial, commercial and residential customers, has been the topic of much recent discussion. Gas remains an important energy source for Australia, and can support an orderly energy transition, with gas-powered electricity generation supporting renewable electricity sources. It could also support some of Australia's large industrial manufacturers to reduce their emissions through transitioning to processes using gas, rather than higher-emissions coking coal.¹¹

In 2024, work was under way to make the Eastern Gas Pipeline (EGP) bi-directional. The EGP traditionally brings gas from the Bass Strait north to the New South Wales market. By making the pipeline bidirectional we will be able to flexibly deliver gas from the Port Kembla Energy Terminal to customers in New South Wales and Victoria in response to need. We believe this is the fastest and most efficient way to bring gas to southern Australia in advance of forecast shortfall risks.

Pricing and Services Plans

In 2024, we concluded our two major customer engagement programs to develop our pricing and services plans for our regulated networks: Jemena Gas Networks (JGN) located in New South Wales and the Jemena Electricity Network (JEN) which delivers electricity to homes and businesses across north-west Melbourne. We undertake these consultations every five years to inform our plans which are then submitted to the Australian Energy Regulator (AER) for endorsement. Our JGN submission was prepared to submit in early 2025, and at the time of writing, a final decision had not been made by the AER. Our JEN submission was prepared ready to submit in early 2025.

By the numbers – consultation to inform JEN’s pricing and services plan



Through this program of consultation, we also engaged with energy experts and commercial, industrial and residential customers (including people from a wide range of cultural and socio-economic backgrounds) to help inform our Jemena Gas Network 10 Year Strategy and Jemena Electricity Network 10 Year Strategy.

These strategies set out how we’re preparing for Australia’s energy future, with changes in projected future demand for gas and electricity, and how we will support our customers to decrease their emissions, as well as decreasing emissions in our operations.

We have summarised these plans in our *Climate Transition Plan 2025*.



12 Our six Customer Voice groups represented customers with a range of experiences. Groups were customers with disability, customers who experience mental health difficulties, customers from multicultural communities, young people, First Nations Peoples, and seniors.

Our Customer Service (CX) Uplift Program

In 2024, work also continued on our CX (Customer Experience) Uplift program. The program is transforming how our customers interact with us, using customer feedback and best practice to replace our gas and electricity customer portals with a single customer service portal. The new portal will streamline the application process for a suite of electricity and gas services.

Supporting Customers Experiencing Vulnerability

In light of cost-of-living pressures, in 2024, we doubled-down on our efforts to identify and support vulnerable customers and customers who may be experiencing financial difficulty. To do this we equipped our customer-facing teams with the skills needed to identify, empathise, and appropriately support customers experiencing vulnerability or financial hardship, through providing information or referring on to other programs.

We also continued to support our customers experiencing vulnerability and/or financial difficulty via the Voices for Power and Uniting Energy Assist Programs, both established in 2021. The Voices for Power program takes a train-the-trainer approach to support customers from culturally and linguistically diverse backgrounds who may be struggling with energy literacy. As an outcome of the program, participants gain the skills needed to understand their energy bills as well as developing insights and empowerment to reach out to support avenues and concessions which may be available to them. Similarly, the Uniting Energy Assist program helps participants identify how they can reduce their energy use (and thereby their energy bills), while also exploring the concessions which they may be entitled to (read more about these programs in the *Our Community* section on page 48).

Last year, we also continued working with the Energy Charter through which we supported a number of initiatives, including the *Keep the Money. It's Yours.* campaign which raised awareness of energy concessions eligibility (read more on page 43).



Highlight: Working with nbn Australia to Keep Customers Connected

Together with other electricity distribution businesses across Australia including United Energy, SA Power Networks and Endeavour Energy, in 2024 we were pleased to work with nbn Australia to drive an initiative that developed a new real-time digital tool to directly supply information, updated every 15 minutes, between our companies. This was a first for a telco and power distribution companies in Australia, proving to be a game changer for both industries.

nbn Australia relies on power supply information to help keep Australian customers connected, and electricity distribution companies rely on nbn equipment to manage their networks. Having near real-time visibility of data helps both sides keep customers connected – particularly important in emergencies, when restoring digital connectivity to emergency services and communities when they need it most.

Customer Consultation and Engagement

We remain committed to ongoing engagement in line with our values: *Think like a customer* and *We Care*. The JEN and JGN Customer Councils provide a regular forum to engage with representatives across JEN and JGN's broad customer base. They aim to ensure that customers' preferences, expectations, and priorities are understood and considered in decisions impacting our services and prices, which provide us with an ongoing source of the voice of our customers. Through our Customer Councils, we ensure JEN and JGN deliver services which align with consumers' long-term interests.

Based on customer and stakeholder feedback, in October 2024, we tested new engagement activities and approaches with our JGN and JEN Customer Councils. This included introducing sub-committees to allow for deeper and more tailored discussions. This includes groups of young people, seniors and people with a disability to garner richer insights into the lived experiences of people in our network. We are also evaluating our business-as-usual engagement with customers to identify:

- new approaches to ongoing engagement with our customers, including ongoing engagement with diverse residential customers

- ways we can continue our engagement with customers and stakeholders who have participated in the price reset engagement consultations
- opportunities for continued dialogue to ensure customer priorities are reflected in future plans and to ensure we continue placing customers at the heart of our business.

Focus on Network Outages

As the operator of gas and electricity distribution networks, we recognise there will be times when supply will be interrupted, including to undertake critical maintenance work. Where outages are planned, we work to communicate this in advance to our customers, particularly our life support customers. When there are unplanned outages, especially those affecting large numbers of customers due to severe weather or other incidents, we have well-established incident, emergency and crisis management protocols to help us resolve issues and work with government agencies and customers to help resolve issues as quickly as possible.

In 2024, we resolved 2,864 unplanned outages across our electricity network in an average time of 70 minutes. This was an increase of 11 minutes from 2023 levels. In 2024, our gas network reported a reliability score of 99.99 per cent.

Highlight: Keep the Money. It's Yours.

Research has shown 60 per cent of people eligible for ongoing energy bill concessions were not taking advantage of them. This includes holders of Centrelink Pensioner Concession Cards, Centrelink Health Care Cards, and Veterans' Affairs Gold Cards.

In 2023-24, alongside a range of other energy businesses, Jemena helped support the Energy Charter's *Keep the Money. It's Yours.* campaign to raise awareness of concessions with people who were likely to be eligible. The campaign has been shown to have cut-through with target audiences. University of Melbourne research showed that nearly 40 per cent of people eligible for concessions had heard about it. More broadly, one in five Australians also had heard about the campaign, which means they could potentially direct family and loved ones to the path to reduced electricity and gas bills.

For more information visit the [Keep the Money. It's Yours.](#) website.

Customer Satisfaction Programs

Our Voice of Customer (CSAT score) measures our customers’ satisfaction on a scale of 0-10 across eight different service experiences that represent the main interactions a customer may have with us. In 2024, we experienced a decline in scores for both JEN and JGN. Our focus in 2025 will be to improve the overall experience for our customers by continuing to listen to customer feedback and providing service that meets or exceeds the expectations of our customers. Scores are in Table 11.

Network	2023 Score	2024 Score
JEN in Vic	8.5	8.1
JGN in NSW	8.6	8.4

Table 11: CSAT Scores

Case Study: Our Team is Set to Grow

Services provider Zinfra has been appointed as the new delivery partner to operate and maintain AusNet’s electricity distribution network, which supplies 802,000 customers across eastern and north-eastern Victoria, as well as Melbourne’s north and east.

More than 490 staff are expected to join the Zinfra team.

AusNet has appointed Zinfra to evolve its service delivery model to provide strong outcomes for their customers, particularly during extreme weather events.

Zinfra Managing Director Peter Iancov said the business was well placed to take on this new contract: “Our strong industry experience and proven record of program delivery means we are well placed to provide a cost-effective solution that does not compromise quality, people or safety.”

The addition of this contract highlights our trusted partnership with AusNet which includes the recent extension of our contract to operate and maintain electricity transmission assets, as well as delivering multiple projects that are an integral part of Project EnergyConnect, a new electricity transmission project connecting South Australia to New South Wales.

This appointment means Zinfra will be Australia’s largest outsourced service delivery partner in the electricity distribution and transmission sector, delivering services for asset owners including United Energy, TasNetworks, Transgrid, Powerlink and Energy Queensland.



Our Community


We're committed to leaving a lasting, positive, legacy in the communities where we operate by partnering and supporting not-for-profit and community organisations with their work, engaging local and Indigenous-owned businesses, and employing people from local communities.



**Think like
a customer**

Our actions consider our
customers, community,
and other stakeholders

2024 at a Glance

ESG Objective	2024 Activity	
 Leave a positive and lasting legacy in the communities where we operate	<ul style="list-style-type: none">✓ Supported the new Foundation 2 Future initiative, helping Indigenous people into work in the Northern Territory✓ Supported Uniting Energy Assist to provide one-to-one assistance for people experiencing energy bill stress✓ Supported Voices for Power to deliver energy literacy training to leaders of culturally and linguistically diverse communities	<ul style="list-style-type: none">✓ Provided 12 Jemena Community Grants, totalling \$150,000 to organisations in New South Wales and Victoria✓ Continued to support Australian business with 97 per cent of suppliers Australian-based

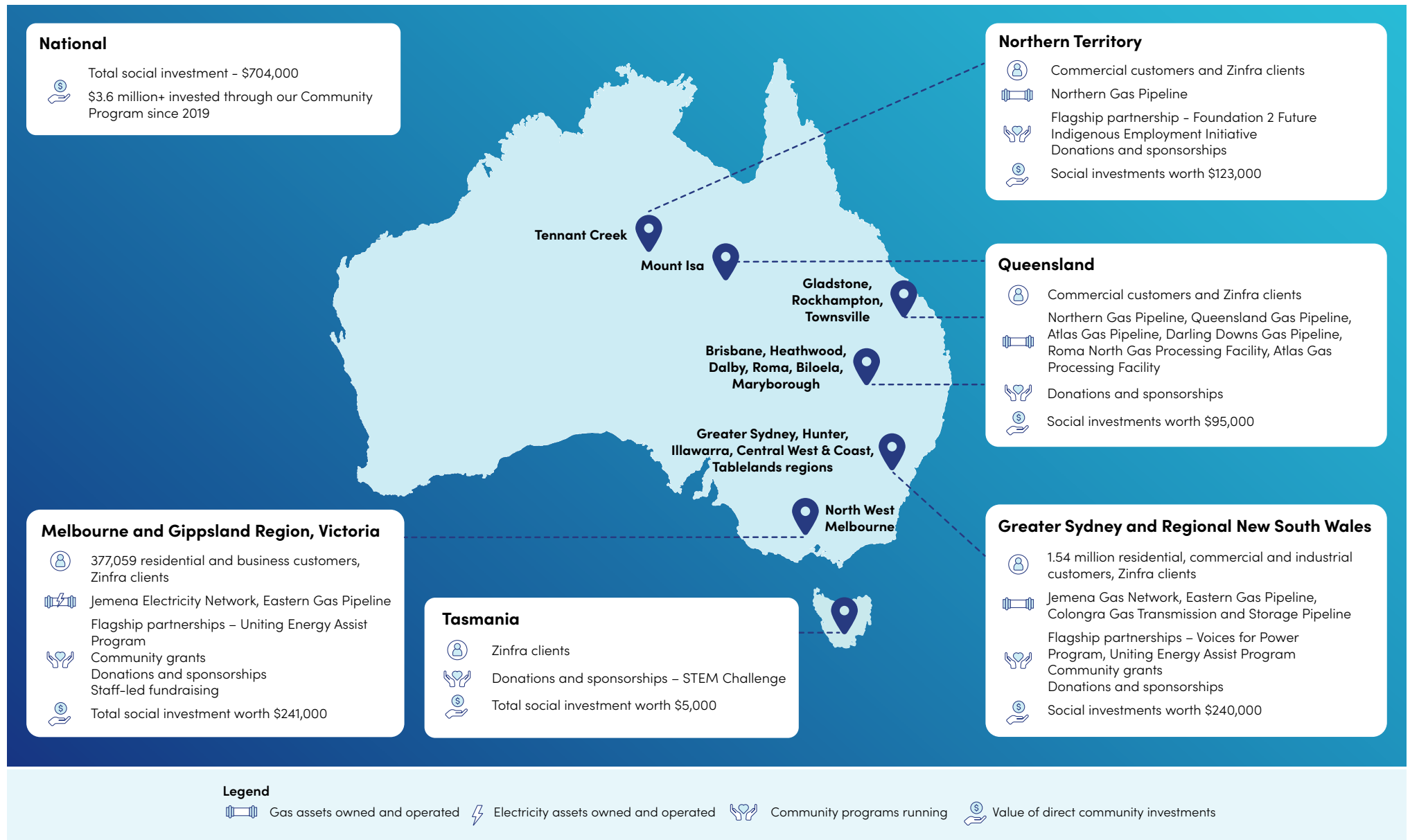
Our Community Strategy

Our Community Strategy in 2024 had four major elements:

- **Flagship Partnerships** where we invested funds with groups who support some of our more vulnerable customers and community members in New South Wales, Victoria, and the Northern Territory.
- **Community Grants Program** where we provided \$150,000 in grants to organisations serving communities primarily in areas where we have large numbers of residential customers.
- **Donations and Sponsorships** where we donate funds to community organisations undertaking important work primarily in the remote and regional areas in which we operate, as well as those supporting science, technology, engineering and mathematics (STEM) education and women in STEM.
- **staff-led fundraising** where we donated funds to organisations and initiatives our team members identified as being valuable, as well as supporting individual fundraising and volunteering efforts.

Our Community Strategy, as well as our broader stakeholder engagement, is assessed in part through our Group Reputation Management Program. In 2024, our overall reputation score remained stable at 79.6 out of 100 (compared to 79.9 in 2023 and 78.7 in 2022). We believe this confirms our reputation has stabilised after years of improvement between 2018 and 2021. We use the findings of this research to improve the services and support we provide stakeholders, as well as how we can improve how we engage with them.

Our Community Footprint



Flagship Partnerships

We are proud to support three major initiatives that align with our values and support some of the most vulnerable members of the communities where we operate. For the past six years, we have worked closely with Saltbush Social Enterprises, a not-for-profit organisation which focuses on education, training and employment opportunities for Indigenous people in the Northern Territory, with the view 'a person with a job is a person with a future'. This year, we were pleased to be their first major corporate partner in their new Foundation 2 Future initiative, which is already helping give people a brighter future.

In New South Wales and Victoria, where our residential customers are located, we help vulnerable customers through funding energy literacy and support programs. This helps people better understand both their energy usage patterns, as well as their bills and the support programs and discounts that might be available for them.

Foundation 2 Future

In 2024, our Group partnered with Saltbush as the foundation corporate partner for a new Northern Territory initiative, supporting Indigenous people to build their aspirations and enter the workforce in meaningful jobs. The program takes a person-centred approach to help individuals navigate through the programs and initiatives available to support them into work. This could be support with basic employability skills, support to obtain documentation needed for employment, or mentoring as they step into their first job.

Since its launch in August 2024, Foundation 2 Future has had more than 100 participants in its pre-employment courses and has supported 34 people into employment. At the time of writing, Foundation 2 Future has attracted more than 150 Aboriginal jobseekers to its first recruitment initiative with a Northern Territory mining company, which had 30 potential jobs on offer.

We were proud to provide \$100,000 to support this initiative – which funds the equivalent of taking 10 people from initial pre-employment training all the way through to mentoring after employment.



Voices for Power

This initiative supports people from culturally and linguistically diverse (CALD) backgrounds in New South Wales, who can experience particular challenges navigating the energy system, especially understanding bills, available concessions and other information about their gas and electricity services. In 2024, we onboarded 145 new junior and senior community leaders who learned how to help support their community members. In total, 42 community training sessions were delivered, providing information to 1,741 community members. Modules were delivered in 16 languages and dialects other than English.

In 2024, we provided \$50,000 to support this program.

Uniting Energy Assist

In 2024, the Voices for Power program delivered 194 Energy Assist appointments, which help connect vulnerable and disadvantaged families in New South Wales, and within our Jemena Electricity Network area in Victoria with direct energy bill relief support.

Through delivering free in-language energy support calls Uniting's expert team helps Jemena's customers to better understand their bills, know what concessions they may be entitled to, access discounts and payment plans, and adopt efficiency tips to keep bills down.

Through appointments in 2024, 106 callers received \$500 off their bills through government subsidies and other initiatives, and 63 were referred to hardship programs run by their electricity retailer.

In 2024, we provided \$100,000 to support this program.

Community Grants

Our annual Community Grants Program provided \$150,000 in grants to support 12 groups helping build community wellbeing and resilience. In 2024, we funded projects which provided vital support services for people experiencing disadvantage (for example, food programs), enhanced local community capacity building, delivered socially inclusive education and training, encouraged social participation, and delivered accessibility improvements. Since the program launched in 2019, Jemena has awarded \$800,000 in local grants to 78 groups.

This year for the first time, we expanded the geographic reach of our program to communities along our Eastern Gas Pipeline in Victoria's east, as well as to groups providing support to people in the geographic areas of Jemena Gas Networks in New South Wales, and the Jemena Electricity Network in Melbourne's north-west.

A full list of our grant recipients is available at www.sustainability.jemena.com.au.



Highlight: Community Grants Supporting All Ages

Through the Jemena Community Grants Program, in 2024 we were pleased to provide funding to 12 groups across communities in which we operate in Victoria and New South Wales. We funded projects that made a difference to the lives of people experiencing disadvantage and that supported social connections. These included initiatives that supported some of the very youngest community members, and some which supported people with a few more years to their credit.

Our grant helped kids entering foster care – many of whom may not have had clothes, toiletries or toys – through providing \$12,000 to Better Life For Foster Kids. Our funding helped provide kids in Gippsland with 'crisis cases' so they had appropriate clothes and other items as soon as they entered foster care, with the aim of preserving their dignity, improving their feelings of self-worth and lessening social stigma.



At the other end of the age spectrum, our \$4,000 grant to Sunbury Senior Citizens helped fund Ubers and taxis for older residents to attend a range of activities and functions, ranging from card games and carpet bowls, to lunches and sessions with guest speakers. Being able to keep attending these events and connect with

other community members has reduced the potential for social isolation for older members of the Sunbury community.

Donations and Sponsorships

We are pleased to support organisations and events that bring communities together across the areas we operate in, particularly those in more rural and remote areas, as well as events enthusing children about a career in STEM. Donations and sponsorships provided in 2024 are listed in Table 12.

Donations and Sponsorships	Investment
Rescue, medical assistance and support for vulnerable residents Qld – CapRescue, Royal Flying Doctors Service (supporting additional works at their Mount Isa Base) NT – Royal Flying Doctors Service (supporting operations at Tennant Creek), Tennant Creek Women’s Refuge Vic – Royal Flying Doctors Service (supporting telehealth services)	\$70,000
Local community events Qld – Northern Outback Business Awards, Maranoa Business Awards, Callide Show, Wandoan Show, Miles Women’s Wellness Day, Callide Dawson Beef Carcase Competition, Townsville Children’s Christmas Tree NT – Tennant Creek Children’s Christmas Tree	\$51,200
Science and Engineering Challenge Events inspiring school students to consider a future career in STEM in Vic, NSW, Qld and Tas	\$20,000
Total	\$141,200

Table 12: 2025 donations and sponsorships

Highlight:
Top 10 Workplace to Give Back

Jemena is proud to be named in the top 10 of Australia’s Top 40 Best Workplaces to Give Back for 2024.

The annual GoodCompany awards recognise Australian companies making a positive difference in the community through initiatives such as donations, sponsorships, staff giving and volunteering, fundraising, and other activities.

This is the fifth year in a row Jemena has been recognised by GoodCompany.



Jemena’s inclusion recognises the positive impact of our business’ ongoing community programs, support for customers with cost-of-living pressures, and the incredible generosity of our people and their efforts to help ‘give back’.

In a bid to support the communities we service and work in, our Group ‘gives back’ to a range of initiatives, as well as supporting our people in their personal fundraising and volunteer work.

Staff-led Fundraising and Volunteering

Alongside the organisations our Group supports around the country, we know our team members support worthwhile organisations in their personal lives, both through fundraising and volunteering. We're pleased to provide additional support of up to \$1,000 for emergency services organisations our people volunteer with, and \$500 for other organisations. We're also pleased to match individual fundraising efforts with matching employee fundraising up to \$500.

As they engage with stakeholders and communities around the country, our team members also become aware of organisations doing fantastic work aligned with our Group ESG Plan in their local communities. They can nominate these organisations to receive donations and sponsorships of up to \$10,000.

This year, we were proud to provide \$84,065 in total to support the organisations and events listed in Table 13.

Caffeine for a Cause

This year, a portion of the proceeds of our in-house café in our headquarters in Collins Street, Melbourne, was donated to a range of community organisations nominated by our team members. This totalled more than \$78,200 which went to worthwhile organisations including: The Smith Family, the Cancer Council of Australia, Fitted for Work, Koala Kids, the RSPCA, Clean-up Australia, KARI Foundation, Lighthouse Foundation, RUOK Day, Headspace, AMES Australia and the Brain Cancer Centre (selected in support of one of our team members impacted by the disease).

Donations and Sponsorships	Fundraising and Volunteering	
25 Stay Alive	Africa Day in Australia	Marine Rescue Port Jackson
Australian Science and Engineering Fair	Appin Rural Fire Brigade	Northern Lakes Warriors
Cancer Council Australia	Bloody Long Walk	Raise Foundation
Malabar Public School – Indigenous Dance Classes	Drysdale Sharks	Southern District Softball
Michelago State School – School camp program	Fernhill Junior Football	Williamstown CMYS Football Club
Nimmitabel Show	Ferntree Gully Bowls	Wyndham Vale Junior Football
National Aboriginal and Torres Strait Islander Sports Awards	Hindu Dharma Community Melbourne	Zimbabwe Community Organisation
Pinchapoo Toiletry Hampers	Male Bags Foundation	
Very Special Kids		

Table 13: Organisations supported through staff-led fundraising

Community Investment

Investing in local communities and small businesses continues to be one of our priorities, particularly for projects based in regional, rural and small communities. On a project-by-project basis, where possible we use local suppliers and businesses. The Group identifies small businesses in its supply chain as part of its established systems and processes, helping these businesses enhance their cash liquidity. Our payment performance is submitted to the Payment Times Reporting Scheme. Information about goods and services we procured in 2024 are listed in Table 14.

Total Group procurement spend (ex GST)	\$2,177.84 million
Australian suppliers spend (ex GST)	\$2,130.11 million
Percentage of Australian-based Group suppliers	97%
Number of active suppliers across the Group	3,997
Percentage of suppliers paid within 30 days	94%
Percentage of contracts awarded to small businesses	44%

Table 14: Table of information about goods and services procured in 2024



Case Study: STEM Students Take on the World

Through our staff-led fundraising and volunteering initiatives, in 2024 our Group became a sponsor of the Australian Science and Engineering Fair (AUSSEF), through which year 9-12 students will represent Australia at the International Science and Engineering Fair in Ohio, USA, in May 2025.

Supporting STEM education is an important component of the Group's Community Program, aligned with both our Group ESG Plan and our aim to attract talented STEM students into our business.

Zinfra Managing Director Peter Iancov said: "Partnerships like this are important to us to inspire future generations of STEM leaders and provide opportunities for future careers."

"We hope students who put in the hard work and participate in these types of programs become the next generation of our graduates, trainees and apprentices, helping lead Australia's future energy transition."

One student who has succeeded through AUSSEF is 18-year-old Rahul Kumar from Brisbane, who has been an Australian representative for the past two years.

"Being given the opportunity to represent Australia on the international stage was an incredible experience I will never forget. Meeting and networking with like-minded peers from all around the world, along with receiving invaluable feedback from qualified judges, has really opened my eyes as to what is possible from a career in this sector."

Governance



Our governance systems, policies, processes and procedures support our team members to work productively, engage with risk effectively, manage incidents and emergencies, and meet our regulatory obligations. They also enable us to operate transparently, ethically, and in a way that is consistent with what our customers, communities, and other stakeholders expect of us.



Be accountable

We accept responsibility to
deliver our commitments

2024 at a Glance

ESG Objective	2024 Activity	
 Maintain trust, transparency and accountability in how we do business	<ul style="list-style-type: none"> ✓ Climate Scenario Risk and Opportunities analysis completed and endorsed ✓ Climate Transition Plan finalised 	<ul style="list-style-type: none"> ✓ Business Continuity and Resilience Assurance programs delivered in a year with a significant number of activations of our crisis and emergency management processes ✓ Enhanced capability in cyber security
 Maintain a culture of acting lawfully, ethically and responsibly	<ul style="list-style-type: none"> ✓ 2024 <i>Modern Slavery Statement</i> published ✓ Fair Supply engaged to assess the Group's supply chain risks, including modern slavery, biodiversity, and Scope 3 emissions 	<ul style="list-style-type: none"> ✓ Refreshed Compliance Management Framework

Corporate Governance

One of our major priorities for corporate governance in 2024 was preparing for the commencement of mandatory climate-related reporting, building on several years of reporting on our sustainability efforts, including our Scope 1 and Scope 2 emissions. This included developing our first *Climate Transition Plan*¹³ – see page 16 for more details – as well as completing climate scenario analyses to understand both the climate-related risks and opportunities related to our business. To support our sustainability aims, as well

as achieving our greenhouse gas emissions reduction aims, our Group incorporated both emissions reduction and mandatory climate-related reporting readiness as Group Key Performance Indicators (KPIs) in 2024. This included tying short-term incentive payments for executives to meeting these KPIs.

We also continued to demonstrate our business resilience and the effectiveness of our Crisis and Emergency Management response arrangements,

following an incident on our Queensland Gas Pipeline. We also responded to a major storm event affecting Victoria's electricity supply in February, and a global IT outage event impacting our business (read more about these in *Case Study: Coming Back from the 'Blue Screen of Death'* on page 62 and *Highlight: Restoring Power after February Storms* on page 63).

¹³ For more information about our sustainability and emissions reduction governance structures, please see page 40 of the *Climate Transition Plan 2025*.

Highlight: Improving our Risk Management and Compliance with Omnia

In 2023, we introduced a new enterprise risk and compliance management platform, Omnia, which helped deliver a range of benefits to team members involved in managing risk for our business. These included improved reporting and minimising the number of systems in which relevant risk-related information was stored.

In 2024, the second stage of the Omnia roll-out was completed, aiming to further improve how we manage health and safety risks, as well as our compliance obligations. It was a key deliverable of our 2020–24 Health and Safety Strategy, and a practical demonstration of how we are helping our people keep themselves, their colleagues and our assets safer.

It has delivered a range of benefits for our team members, including those who work out in the field, as it is user-friendly and fully accessible from laptops and other mobile devices, which means people can report incidents, near-misses and hazards, as soon as practicable, from wherever they are.

Thanks to the efforts of more than 150 team members across our Group who participated in the rollout, Omnia has become a 'one-stop shop' for risk, compliance, audit, inspection, and incident management.



Our Climate Risks and Opportunities

Our Group recognises risk management, including managing our climate risks, is fundamental to achieving our business objectives, and we maintain a risk management framework in accordance with AS ISO 3100:2018 – *Risk Management Guidelines*. In 2024, we also improved our risk management practices by continuing to roll out our online governance and risk and compliance system, Omnia, across our business (read more in *Highlight: Improving our Risk Management with Omnia* on page 55).

Climate risk is one of the identified categories of risk for our business, and this past year, we undertook work to further define and identify both the climate risks to which our Group is exposed, together with opportunities for our business, outlined in Table 17 and Table 18. All risks are considered with a long-term timeframe of 2050, and were stress tested against scenarios of slow decarbonisation and accelerated decarbonisation.

Climate Scenario Analysis

Our climate risks and opportunities were assessed against different hypothetical pathways (or 'scenarios') for the future, driving different conditions for energy supply and demand. We use scenario analysis to guide our strategic decision-making process and support the delivery of our climate targets. Our scenarios are defined by assumptions pertaining to policy change, consumer behaviour, energy outlooks, technology innovation, competition

and global temperature change. We base the physical scenarios on the Intergovernmental Panel on Climate Change's Representative Concentration Pathways (RCPs) and transitional scenarios on climate scenarios published by the Australian Energy Market Operator (AEMO).

Among the scenarios we use are climate scenarios with lower global average temperature outcomes as they imply a more rapid energy transition and therefore greater potential exposure to transition risk for our business. This is in contrast to physical climate-related risk, which would be expected to be more pronounced in higher temperature outcomes.

The three temperature scenarios we have used to assess the resilience of our business and our asset portfolio are:

- a highly **accelerated transition** scenario which sees a global drive to limit temperature rise to 1.5°C by the end of the century and is aligned to the International Panel on Climate Change's Representative Concentration Pathway (RCP) 1.9 which targets that 1.5°C outcome
- a **moderate transition** scenario which is aligned to RCP2.6, which is consistent with a temperature rise less than 2°C by the end of the century and in line with the Paris Agreement
- a **slow transition** scenario is aligned to RCP4.5, which is consistent with a temperature rise of approximately 2.6°C by the end of the century. This has the highest physical risk to our assets as the assets and the business are at increased risk of extreme weather outcomes.

Assumptions related to these scenarios are in Table 15.

Assumptions	Accelerated transition	Slow transition
National Climate target	At least 43 per cent emissions reduction by 2030. Net zero by 2050	At least 43 per cent emissions reduction by 2030. Net zero by 2050
Electrification	Higher electrification efforts to meet aggressive emissions reduction objectives, with faster pace of adoption	Electrification is tailored to meet existing emissions reduction commitments, with slower adoption
Energy efficiency	High	Moderate
H2 use and availability	High production for domestic industries, with moderate exports in the short term, and high exports in the longer term	Low production for domestic use, with no export hydrogen
Demand side participation impacting electricity consumption	Higher	Lower
Consumer energy resources investments (batteries, PV/solar batteries and electric vehicles)	Higher	Lower

Table 15: Assumptions related to transition scenarios

To assess risks and opportunities, we use the accelerated and slow transition scenarios as they have the highest transitional and physical risks respectively.

Risks

Transitional Risks			
Risk	Potential Impacts	Risk Rating	Key Mitigations/Controls
Changes in policy leading to increasing regulations in the energy sector resulting in less-than-expected earnings.	An introduction of regulations that cause sub-optimal usage of our Group's existing assets, resulting in an inability to recover investments and/or reducing forecasted revenue and growth opportunities.	Slow Transition: Moderate Accelerated Transition: High	<ul style="list-style-type: none"> • Deliver the Gas Transmission Strategy (see <i>Climate Transition Plan 2025</i>, page 22) • Develop business strategy with a key focus on digitalisation, customer experience, and sustainability of the network in a lower carbon future • Invest in research and development such as the Western Sydney Hydrogen Hub in partnership with ARENA • Deliver network price reductions to maintain competitive position • Reduce asset life in line with risk (accelerate depreciation) • Participate in industry working groups such as Future Fuels CRC, • Build strategic and productive relationships with our peers in Europe and the United States of America
Changes in technology leading to increased electrification.	Changes in technology leading to increased electrification and reduced demand for natural gas, resulting in decreased revenue.	Slow Transition: Moderate Accelerated Transition: High	<ul style="list-style-type: none"> • Continue to develop and implement advocacy and shareholder management plans for key issues as they arise and ensure ongoing alignment with commercial strategy <ul style="list-style-type: none"> – Maintain capability to monitor and respond to changes in the policy and regulatory environment in a timely way – Ongoing engagement and education of our team members on key policy issues and risks
Changes in market demand and consumer sentiment leading to increased public scrutiny and a shift in consumer preferences resulting in decreased revenue.	Increased public scrutiny on emissions intensive industries and organisations causing reputational damage, a shift in consumer preferences to decentralised and/or zero carbon alternatives, resulting in a decrease in revenue.	Slow Transition: Moderate Accelerated Transition: Significant	<ul style="list-style-type: none"> • Liaise with key government stakeholders regarding potential impact of energy market and other reforms. • Build and use stakeholder coalitions to achieve greater influence over policy outcomes
Changes in market demand and consumer sentiment leading to increased investor and stakeholder scrutiny that increases the cost of capital and results in higher operational expenses.	Increased investor scrutiny on emissions intensive industries due to increased uncertainty around future earnings that results in a lower credit rating, or an increased cost of capital and operational expenditure.	Slow Transition: Moderate Accelerated Transition: High	

Transitional Risks			
Risk	Potential Impacts	Risk Rating	Key Mitigations/Controls
Changes in market demand or consumer sentiment leading to increased policy uncertainty resulting in a disorderly transition to a low carbon state, affecting clarity in decision making.	Increased variability in market signals due to a risk of disorderly and haphazard climate action in an uncertain policy landscape, resulting in increased uncertainty in the planning and decision making of SGAPAA and its stakeholders.	Slow Transition: Significant	<ul style="list-style-type: none"> Continue to develop and implement advocacy and shareholder management plans for key issues as they arise and ensure ongoing alignment with commercial strategy <ul style="list-style-type: none"> Maintain capability to monitor and respond to changes in the policy and regulatory environment in a timely way Ongoing engagement and education of our team members on key policy issues and risks
		Accelerated Transition: Low	<ul style="list-style-type: none"> Liaise with key government stakeholders regarding potential impact of energy market and other reforms Build and use stakeholder coalitions to achieve greater influence over policy outcomes

Physical Risks			
Risk	Potential Impacts	Risk Rating	Key Mitigations/Controls
Increase in average temperatures leading to a drier climate that is more prone to bushfires caused by a failure or deterioration of assets resulting in catastrophic impacts.	A drier climate that is more prone to bushfires caused by a failure or deterioration of assets resulting in potential fatalities, financial loss, reputational damage, and social licence impacts.	Slow Transition: High	The increasing urbanisation of the JEN network (especially as population increases into the future) acts to offset the increased risk of bushfires due to climate change – the Group has a planning group that plans the network development and monitors the rate of urbanisation (for example, Craigieburn was rural, now urban). Key controls are: <ul style="list-style-type: none"> Manage vegetation, asset inspection, preparedness programs, cross-arms in hazardous bushfire areas, electric line clearances, etc.
		Accelerated Transition: Moderate	<ul style="list-style-type: none"> has insurance that covers liability in relation to the consequences of bushfires (but does not cover SGSPAA's assets). use weather forecasting and have more staff in place for extreme weather days maintain mutual aid agreement with other electricity distribution networks conduct modelling on bushfire risk

Physical Risks

Risk	Potential Impacts	Risk Rating	Key Mitigations/Controls
Increased frequency/severity of extreme weather events leading to increased safety incidents and disruption to operations, resulting in decreased productivity and revenue.	Increased employee safety incidents, reduced accessibility to the workplace, disrupted supply chains, and a reduced ability of employees to perform core duties resulting in disrupted operations and decreased productivity and revenue.	Slow Transition: Moderate	<p>Maintain risk registers and associated controls/treatments.</p> <p>Follow organisational resilience policy/framework and its key component plans:</p> <ul style="list-style-type: none"> • Critical Infrastructure Security • Crisis and Emergency Management • Business Continuity Management • IT Disaster Recovery • maintain redundancy for identified employees/roles, premises, telecommunication, suppliers and equipment <p>Maintain prevention-orientated controls:</p> <ul style="list-style-type: none"> • asset/system design (i.e. buried assets) that inherently protects from severe weather • health and wellbeing initiatives support employees in endeavouring to prevent pandemic-related illnesses • financial viability of relevant suppliers is assessed before commitments are recognised • peak industry bodies (including professional/trade unions) are consulted in discussing IR issues • annual maintenance and diagnostic analysis on assets • monitoring current loads on our networks
Increased frequency/severity of extreme heat conditions (days above 35°C and heatwaves) leading to higher peak demand and more load on assets resulting in increased maintenance costs and or brownouts.	Increased peak demand and total electricity demand for cooling resulting in a greater demand on assets than originally planned, decreasing the asset life, increasing maintenance requirements, and increasing the chance of regulatory penalties due to brownouts to manage the load.	Slow Transition: Moderate	<p>Maintain recovery-orientated controls:</p> <ul style="list-style-type: none"> • technology-orientated disaster recovery plans • Business Continuity Management Framework, Guideline and Plans • IT Service Management including DR Plan <p>Maintain response-orientated controls:</p> <ul style="list-style-type: none"> • Crisis and Emergency Management Framework and Plan regularly tested • using a weather forecasting agency to understand potential impacts, including forecast temperatures and severe weather events

Physical Risks			
Risk	Potential Impacts	Risk Rating	Key Mitigations/Controls
Increased frequency/severity of extreme weather events leading to disrupted operation and asset failure resulting in increased maintenance costs.	Increased risk of asset damage/failure, resulting in increased capital expenditure for repairs, retrofits, or upgrades to meet higher design requirements in a changing climate.	Slow Transition: Significant	<p>Maintain risk registers and associated controls/treatments.</p> <p>Follow organisational resilience policy/framework and its key component plans:</p> <ul style="list-style-type: none"> • Critical Infrastructure Security • Crisis and Emergency Management • Business Continuity Management • IT Disaster Recovery • maintain redundancy for identified employees/roles, premises, telecommunication, suppliers and equipment <p>Maintain prevention-orientated controls:</p> <ul style="list-style-type: none"> • asset/system design (i.e. buried assets) that inherently protects from severe weather • health and wellbeing initiatives support employees in endeavouring to prevent pandemic-related illnesses • financial viability of relevant suppliers is assessed before commitments are recognised • peak industry bodies (including professional/trade unions) are consulted in discussing IR issues • annual maintenance and diagnostic analysis on assets • monitoring current loads on our networks
		Accelerated Transition: Low	<p>Maintain recovery-orientated controls:</p> <ul style="list-style-type: none"> • technology-orientated disaster recovery plans • Business Continuity Management Framework, Guideline and Plans • IT Service Management including DR Plan <p>Maintain response-orientated controls:</p> <ul style="list-style-type: none"> • Crisis and Emergency Management Framework and Plan regularly tested • using a weather forecasting agency to understand potential impacts, including forecast temperatures and severe weather events
Increased frequency/severity of extreme weather events leading to asset damage resulting in higher insurance premiums.	Increased cost of insurance premiums due to physical assets exposure to extreme weather events.	Slow Transition: Significant	<p>Maintain recovery-orientated controls:</p> <ul style="list-style-type: none"> • technology-orientated disaster recovery plans • Business Continuity Management Framework, Guideline and Plans • IT Service Management including DR Plan <p>Maintain response-orientated controls:</p> <ul style="list-style-type: none"> • Crisis and Emergency Management Framework and Plan regularly tested • using a weather forecasting agency to understand potential impacts, including forecast temperatures and severe weather events
		Accelerated Transition: Moderate	

Table 16: Climate-related risks

Opportunities

Changes in Market Demand/Consumer Sentiment		
Change Leading To	Impact	Management Plans
Increased demand for natural gas fired power plants	An increase in natural gas fired power plants to generate electricity, either as a transition fuel, during peak demand, or to offset the intermittent nature of renewables, resulting in increased natural gas demand and increased revenue	Gas Transmission Strategy JGN 10 Year Strategy
Increased demand for utility infrastructure services	An increase in demand for Zinfra's comprehensive services to the gas infrastructure market due to (i) an increase in proportion of renewable forms of gas (for example, hydrogen blended gas, biomethane) resulting in potential growth opportunities and increased revenue and (ii) shifting electricity grid composition to large-scale renewables	Projects and Services Strategy
Increased electrification	Increased uptake of electric vehicles and the electrification of residential and consumer activities leading to increased peak and off-peak demand, resulting in increased distribution revenue and the growth opportunity to augment the distribution network accordingly	JEN 10 Year Strategy
Increased demand for behind-the-meter solutions	Increased demand for smaller scale behind-the-meter solutions such as micro grids, etc. resulting in increased demand for services and potential revenue growth opportunities	Zinfra Strategy
Increased demand for renewable gas exports	Increased global demand for renewable gas exports resulting in potential transmission growth opportunities	Gas Transmission Strategy

Changes in Policy, Legislation or Regulations		
Change Leading To	Impact	Management Plans
A shift towards decarbonisation, increasing demand for renewable gas	A shift towards decarbonisation leading to an increase in demand for more renewable forms of gas (for example, hydrogen blended gas and biomethane) resulting in potential growth in production and transmission opportunities and increased revenue	Renewable Gas Strategy
Increased incentives for large-scale generation assets	Increased incentives for large scale renewable generation assets such as hydro or solar/wind farms, increasing demand and competitiveness in the wholesale market, resulting in potential revenue growth opportunities from generation and transmission.	Zinfra Strategy

Table 17: Climate-related opportunities

Business Resilience, Crisis and Emergency Management

Our Group has established business resilience policy and processes, including our Crisis and Emergency Management Framework, supported by Crisis and Emergency Management, Physical Security, and Business Continuity Plans. These plans address issues that could affect our business, from asset damage to the loss of key personnel and access to our offices, technology, and facilities.

Our resilience was particularly demonstrated in 2024 when our teams actively responded to several significant crises and emergencies, highlighting our strong preparedness. Notable events included managing the impacts of the CrowdStrike global IT outage, severe storm events in Victoria, and incidents affecting our gas infrastructure in Queensland and New South Wales.

Our preparedness and exercise program played a critical role in minimising disruptions during these events. By prioritising the safety of people and the protection of the environment, we provided a coordinated response across our business. Our structured approach to crisis and emergency management, supported by ongoing training and collaboration with key stakeholders, continues to strengthen our ability to navigate complex challenges and maintain reliable services for our customers.



Your PC ran into a problem and needs to restart. We're just collecting some error info, and then we'll restart for you.

20% complete

Case Study: Coming Back from the 'Blue Screen of Death'

On Friday, 19 July 2024 a global IT outage event affected all Windows-based computers and servers running CrowdStrike Antivirus software.

Many of our people attempted to log in for work, only to find a Blue Screen of Death (BSOD), which affected a wide range of critical business services including some remote desktop access, electricity and gas distribution portals and billing systems. Customer Care and Response teams were unable to manage customer calls, queries and fault reports.

The outage also directly impacted 750 of our laptops and 450 servers, which meant personnel could not log onto Jemena systems.

To respond to the incident, our Group followed our incident and emergency management processes, helping us coordinate a response. We brought together our IT experts with our

Group Emergency Management Team to respond to the issue at hand, together with working through the logistics of supporting our team members to get back online and back to work. We also followed up the incident with communication supporting people to work online more safely, and identify and report cyber security threats.

Chief Digital Officer Julien Capraro said: "Despite this global outage, our Group was quick to respond, and it was fantastic to see our people come together from many different business areas to ensure we were up and running as quickly as possible." "We're very thankful to the people who worked some long hours to restore services or implement workarounds. By Monday morning we had all of our business services restored and by close of business on Tuesday 80 per cent of our laptops were back online," she said.

Each year, in addition to traditional scenario-based exercises, we bring together all team members with a key Emergency Management role for professional development days—a dedicated opportunity to enhance skills, share experiences, and refine our collective response capabilities.

These sessions focus on key aspects of leadership, decision-making under pressure, and the latest best practices in emergency management. Through interactive workshops, case studies, and expert-led discussions, our teams continuously build their expertise to ensure we are ready to respond effectively to any incident.

By fostering collaboration across business functions and reinforcing our commitment to preparedness, these annual development days play a crucial role in strengthening our emergency management capability and understanding of managing disruptive events—ensuring we can protect people, the environment, and our critical infrastructure when it matters most.



Highlight: Restoring Power after February Storms

A large-scale storm that affected homes and properties across much of Victoria swept across the state on 13 February, resulting in many homes and businesses being without power for several days.

While the Jemena Electricity Network in Melbourne's north-west wasn't as badly affected as many other areas of the state, we stood up our Emergency Management Team to help coordinate our response. Our front-line teams worked hard and were able to restore power to more than 54,000 of our customers within 24 hours of the storm.

Zinfra field team members were also mobilised to support Victoria's other electricity distribution networks in efforts to return power back to affected homes and businesses.

We thank our highly skilled lineworkers, electrical fitters and testers, electricians, communications technicians, construction managers and more who helped contribute their expertise to restoring power to Victorians after this incident.



Following the event, we were pleased to contribute to the Victorian Government's Network Outage Review, which sought to examine the operational response of transmission and distribution networks to this incident. We are reviewing our processes and operations in response to the recommendations of this review.

Business Ethics

Code of Conduct

Our [Code of Conduct](#) sets out our expectations for our people, underpinned by a range of more detailed policies, procedures and guidance on a range of matters, including: health, safety and environment; diversity, inclusion and belonging; bullying, harassment and sexual harassment; privacy and personal information; relationships with authorities; fraud and corruption; ring-fencing; conflicts of interest; procurement and contracting; protecting our assets; accuracy and security of data; and communicating publicly. More information about these is available at www.sustainability.jemena.com.au and www.sustainability.zinfra.com.au.

Corrective and disciplinary action for breaching the Code range from verbal or written warnings, to termination of employment, and may result in referral to appropriate authorities. Breaches of fraud, bribery and anti-corruption laws are noted as being serious offences, and breaches will be treated as misconduct warranting disciplinary action, with no such breaches occurring in 2024. This is supported by our Whistleblower policy, should team members and others wish to report unlawful or unethical behaviour in our business. Our team members undertake annual Code of Conduct training, supported by mandatory training requirements across a number of subjects including ring-fencing, health and safety, and privacy.

In 2024, our particular focus was on continuous improvement of our compliance with our regulatory obligations (see *Highlight: Plan. Do. Check. Act.* on page 65), as well as how we work with suppliers to manage ESG risks in our supply chain.

Managing ESG Risks in our Supply Chains

In 2024, our Group took steps to further mature its approach to managing ESG-related risks in our supply chains.

While almost all (97 per cent) of services and goods we procure are from Australian-based companies, and are generally at low risk of modern slavery, we have focused on developing a stronger understanding of the risks in their supply chains internationally.

In late 2023, our Group entered into an agreement with Fair Supply, who have provided us with reporting data to help identify potential areas of concern in our supply chains internationally while also suggesting ways through which we can mitigate and manage these risks. Throughout 2024, we used this tool to inform our work with suppliers to help them improve their understanding of modern slavery risks in their supply chains.

We are also using Fair Supply to help us manage a range of other ESG-related supply chain matters, including obtaining a better understanding of the full life cycle of greenhouse gas emissions through our operations, as well as impacts on biodiversity. Read more in *Case Study: Mapping Sustainable Supply Chains* on page 19.

More information about our 2024 activities to manage modern slavery risks will be available in our 2025 Modern Slavery Statement, which will be available online at our Sustainability Hub when published in June 2025.

Our Actions to Address Modern Slavery Risk



Highlight: Plan. Do. Check. Act.

In 2023, we critically examined our performance in compliance with our regulatory requirements across our business. Following this, in 2024, we implemented our new compliance management framework. To help our people proactively meet their compliance requirements, and mature our compliance management further over time, we have followed a "Plan, Do, Check, Act" approach.

Plan—We aligned our new framework with the international standard *ISO 37301:2021—Compliance Management Systems* to standardise our compliance approach across the business and support a proactive compliance culture through establishing clear performance metrics. This supports all our teams in developing, delivering, monitoring, and assessing their own compliance management plans.

Do—We have established a compliance cohort and deliver compliance awareness across the business to support managing their current compliance obligations. We have also established clear accountabilities for our obligations, linking controls and managing risks of non-compliance and changes to our obligations.

Check—We support our teams in continuously monitoring compliance through our reporting and assurance processes, establishing line two and three accountabilities and control testing.

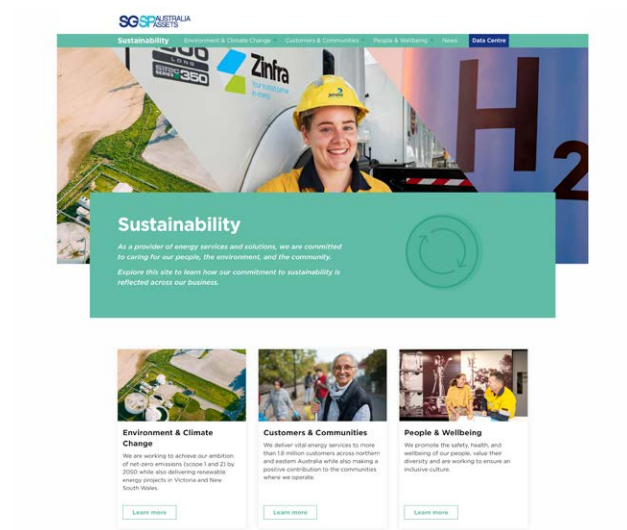
Act—We support our business in responding to compliance near misses and breaches through a structured reporting approach. We provide guidance for our team members to use our risk and compliance system, Omnia, which holds complete and accurate information, and we complete the required actions to prevent reoccurrence. More information about Omnia is on page 55.



About this Report

We're pleased to share our progress for CY2024 against the commitments we have made to care for our people, the environment and the communities in which we operate, as well as report on our overall performance for the year.

This is the sixth sustainability report for our Group, which comprises Jemena and Zinfra (the Group). Additional information, including historical information and relevant data as it becomes available can be found at our Sustainability Hub – www.sustainability.jemena.com.au or www.sustainability.zinfra.com.au.



Disclosure Frameworks

Our CY2024 Sustainability Report details progress made as part of our Group Environment, Sustainability and Governance (ESG) Plan, with disclosures being made against the Global Reporting Initiative (GRI) Standards, (particularly those standards which relate to the oil and gas sector). We continue to make climate related disclosures against Taskforce for Climate related Financial Disclosures (TCFD) in our 2024 report. In the future, we will transition to make disclosures under the Australian Sustainability Reporting Standards (ASRS) S2 Sustainability Disclosure Standard, in preparation for the legal requirement to make climate-related financial disclosures for financial periods starting 1 January 2025. Our disclosure indexes are on page 16.

We've also indicated throughout this report where our initiatives align with the United Nations Sustainable Development goals.

Our Reporting Suite

We prepare a range of information annually for our stakeholders, available at www.jemena.com.au/about-us/investor-centre/

- Financial Statements and the *SGSPAA Offering Circular*
- *SGSPAA Tax Transparency Report*
- *Modern Slavery Statement*
- WGEA (Workplace Gender Equality Agency) Employer Statement

We have also recently published our inaugural *Climate Transition Plan 2025* and plan to provide an update on our progress against it in the second quarter of 2026.



Material Topics

This year, we reviewed the material topics against which we report with key stakeholders in our business. We also drew on work to develop our 2024 Group ESG Plan. We are planning to undertake a more extensive review of our material topics in 2025 as part of our preparation for mandatory climate-related financial disclosures in early 2026. Our material topics are listed in Table 18.

Focus	2023 Sustainability Report	2024 Sustainability Report
Environment	Climate Change <ul style="list-style-type: none"> • Our Emissions Reduction Roadmap • Emissions data (greenhouse gases) 	Climate <ul style="list-style-type: none"> • Emissions reduction targets • Emissions Reduction Roadmap progress • Scope 1, 2 and 3 emissions data
	Environment <ul style="list-style-type: none"> • Waste management • Water management 	Nature <ul style="list-style-type: none"> • Waste management • Water management • Biodiversity management
Social	Our Customers <ul style="list-style-type: none"> • Customer and stakeholder engagement policies and processes • Service improvements 	Our Customers <ul style="list-style-type: none"> • Customer and stakeholder engagement policies and processes • Service improvements
	Safety and Wellbeing <ul style="list-style-type: none"> • Our health and safety management system and related policies, procedures, programs and training 	Safety and Wellbeing <ul style="list-style-type: none"> • Our health and safety management system and related People Health and Safety Strategy, policies, procedures, programs and training • Asset safety
	Our People <ul style="list-style-type: none"> • Diversity, Inclusion and Belonging Strategy and related policies, procedures, programs and training, including parental leave policies • Training, including leadership development training 	Our People <ul style="list-style-type: none"> • Diversity, Inclusion and Belonging Strategy and related policies, procedures, programs and training, including parental leave policies • Training, including leadership development training

Focus	2023 Sustainability Report	2024 Sustainability Report
Governance	Corporate Governance <ul style="list-style-type: none"> Sustainability governance structures and future reporting pathway Risk management (including management of climate and cyber-security risk) Business continuity and resilience 	Corporate Governance <ul style="list-style-type: none"> Sustainability governance structures and future reporting pathway Risk management (including management of climate and cyber-security risk) Business continuity, resilience and emergency management Climate related risks and opportunities (Climate scenario analysis)
	Business Ethics <ul style="list-style-type: none"> Our values, Code of Conduct, related policies, procedures, programs and training (for example, in relation to whistleblowers, bribery and corruption and associated matters) Compliance with regulatory regimes Sustainable and ethical procurement 	Business Ethics <ul style="list-style-type: none"> Our values, Code of Conduct, related policies, procedures, programs and training (for example, in relation to whistleblowers, bribery and corruption and associated matters) Compliance with regulatory regimes Sustainable and ethical procurement

Table 18: Our Material Topics for 2023 and 2024.



Report Feedback

We welcome your thoughts and feedback.
Email us at corporate.affairs@jemena.com.au

Sustainability Data Centre Supplement

Our 2024 Sustainability Report uses the disclosure framework set out by the Global Reporting Initiative (GRI) to provide an overview of our sustainability performance throughout the reporting year. We are also improving our capability to report against IFRS S2 Climate-Related Disclosures, and have reported this year against the Taskforce on Climate-Related Financial Disclosures framework.

Additional information, including Group strategy, planning, policy and procedure documents (where we can make these available) are at www.sustainability.jemena.com.au and www.sustainability.zinfra.com.au.

GRI Index

Standard	Disclosure	Section	Page
2-01	Organisational Details	About our Group	6
2-02	Entities included in the organisation's sustainability reporting	About our Group	6
2-03	Reporting period, frequency and contact point	About this Report	66
2-06	Activities, value chain and other business relationships	Performance, About our Group	3, 6
2-07	Employees	Our People	30
2-09	Governance Structure and Composition	About our Group For more information go to www.sustainability.jemena.com.au or www.sustainability.zinfra.com.au	6
2-11	Chair of the highest governance body	About our Group	6
2-12	Role of the highest governance body in overseeing the management of impacts	About our Group, Governance	6, 53
2-13	Delegation of responsibility for managing impacts	About our Group, Governance	6, 53
2-14	Role of the highest governance body in sustainability reporting	Governance	53
2-22	Statement on sustainable development strategy	About our Group	6

Standard	Disclosure	Section	Page
2-23	Policy commitments	About our Group More information at www.sustainability.jemena.com.au and www.sustainability.zinfra.com.au	7
2-24	Embedding policy commitments	About our Group More information at www.sustainability.jemena.com.au and www.sustainability.zinfra.com.au	7
2-25	Processes to remediate negative impacts	More information at www.sustainability.jemena.com.au and www.sustainability.zinfra.com.au	-
2-26	Mechanisms for seeking advice and raising concerns	More information at www.sustainability.jemena.com.au and www.sustainability.zinfra.com.au	-
2-27	Compliance with laws and regulations	Governance	53
2-28	Membership associations	More information at www.sustainability.jemena.com.au and www.sustainability.zinfra.com.au	-
2-29	Approach to stakeholder engagement	Our Customers, Our Community	37, 45
2-30	Collective bargaining agreements	More information at www.sustainability.jemena.com.au and www.sustainability.zinfra.com.au	-
3-01	Process to determine material topics	About this Report	66
3-02	List of material topics	About this Report	66
3-03	Management of material topics	About this Report	67
201-1	Direct economic value generated and distributed	Performance, Our Community	3, 45
201-2	Financial implications and other risks and opportunities due to climate change	Governance Our Enterprise Risk Management Framework is available at www.sustainability.jemena.com.au and www.sustainability.zinfra.com.au	53
203-1	Infrastructure investments and services supported	Performance, Our Community	3, 52

Standard	Disclosure	Section	Page
203-2	Significant indirect economic impacts	Our Community	45
204-2	Proportion of spending on local suppliers	Our Community	52
205-1	Operations assessed for risks related to corruption	Governance	54
205-2	Communication and training about anti-corruption practices and incidents	Governance	54
205-3	Confirmed incidents of corruption and actions taken	N/A – no confirmed incidents of corruption	-
206-1	Legal actions for anti-competitive behaviour, anti-trust and monopoly practices	N/A – no such legal action taken against the Group	-
207-1	Approach to tax	SGSPAA Tax Transparency Reports at www.jemena.com.au/about-us/investor-centre/	-
207-2	Tax governance, control, and risk management	SGSPAA Tax Transparency Reports at www.jemena.com.au/about-us/investor-centre/	-
207-3	Stakeholder engagement and management of concerns related to tax	SGSPAA Tax Transparency Reports at www.jemena.com.au/about-us/investor-centre/	-
302-1	Energy consumption within the organisation	Climate	13
302-2	Energy consumption outside of the organisation	Climate	13
302-3	Energy intensity	Climate	13
303-1	Interactions with water as a shared resource	Nature	20
303-2	Management of water discharge-related impacts	Nature	20
303-3	Water withdrawal	Nature	20
303-4	Water discharge	Nature	21

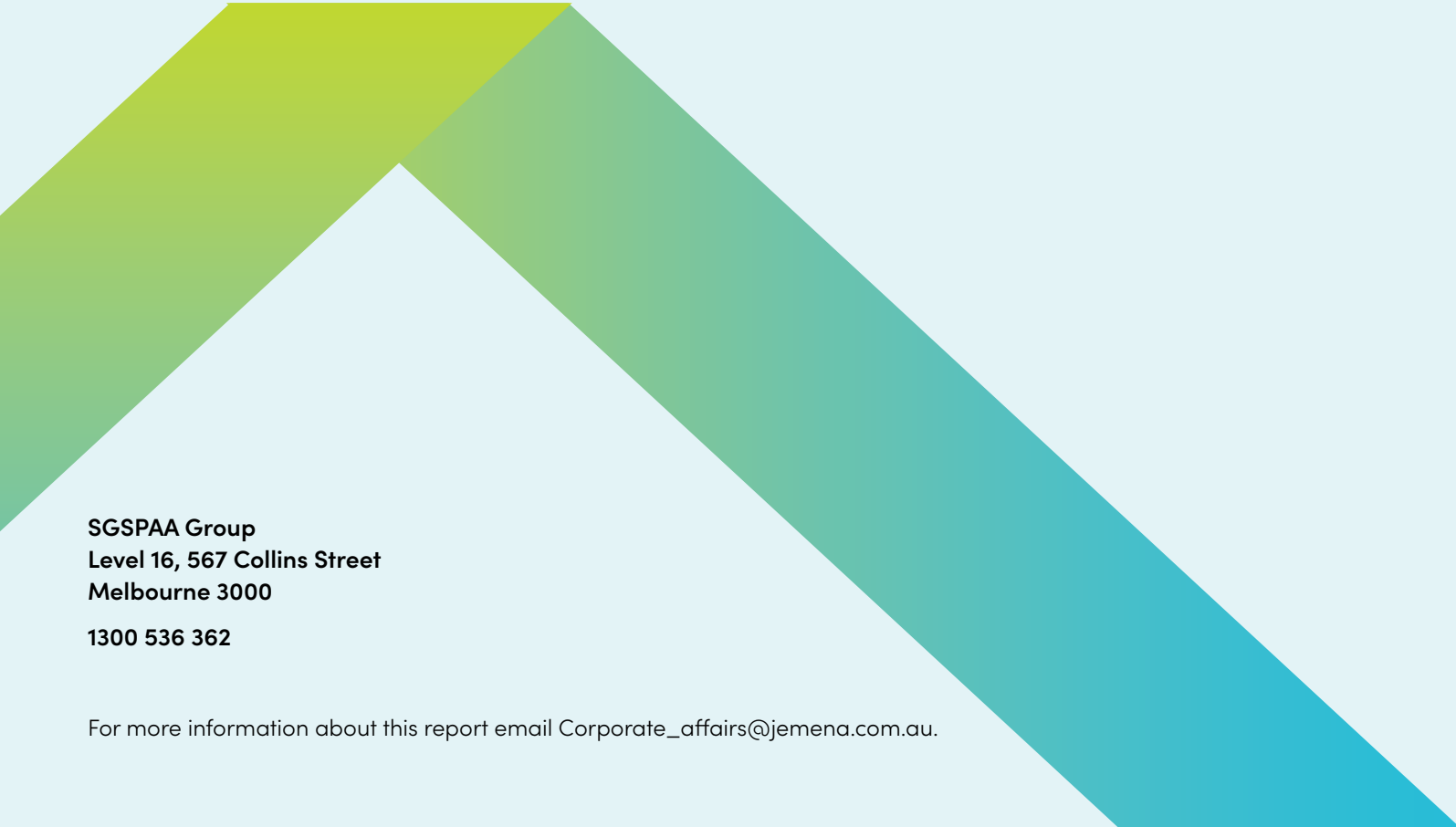
Standard	Disclosure	Section	Page
303-5	Water consumption	Nature	21
304-2	Significant impacts of activities, products and services on biodiversity	Nature	18
305-1	Direct (Scope 1) GHG emissions	Climate	13
305-2	Energy indirect (Scope 2) GHG emissions	Climate	13
305-3	Other indirect (Scope 3) GHG emissions	Climate	15
305-4	GHG emissions intensity	Climate	13
305-5	Reduction of GHG emissions	Climate Additional information about how we set our metrics and targets is in our Climate Transition Plan 2025 , together with information about our participation in public policy development	8
305-7	Nitrogen oxides (NOx), sulfur oxides (SOx) and other significant air emissions	More information at www.sustainability.jemena.com.au and www.sustainability.zinfra.com.au	-
305-5	Reduction of GHG emissions	Climate, Governance	8, 53
306-1	Waste generation and significant waste-related impacts	Nature	20
306-2	Management of significant waste-related impacts	Nature	20
306-3	Waste generated	Nature	20
306-4	Waste diverted from disposal	Nature	20
306-5	Waste directed to disposal	Nature	20
401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Our People	35

Standard	Disclosure	Section	Page
401-3	Parental leave	Our People	35
402-1	Minimum notice periods regarding operational changes	More information at www.sustainability.jemena.com.au and www.sustainability.zinfra.com.au	-
404-2	Programs for upgrading employee skills and transition assistance programs	More information at www.sustainability.jemena.com.au and www.sustainability.zinfra.com.au	-
403-1	Occupational health and safety management system	More information at www.sustainability.jemena.com.au and www.sustainability.zinfra.com.au	-
403-2	Hazard identification, risk assessment, and incident investigation	Health and Safety, www.sustainability.jemena.com.au or www.sustainability.zinfra.com.au	22
403-3	Occupational health services	Health and Safety, www.sustainability.jemena.com.au or www.sustainability.zinfra.com.au	26
403-4	Worker participation, consultation and communication on occupational health and safety	Health and Safety, www.sustainability.jemena.com.au or www.sustainability.zinfra.com.au	26
403-5	Worker training on occupational health and safety	Health and Safety, www.sustainability.jemena.com.au or www.sustainability.zinfra.com.au	26
403-6	Promotion of worker health	Health and Safety, www.sustainability.jemena.com.au or www.sustainability.zinfra.com.au	26
403-7	Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and Safety, www.sustainability.jemena.com.au or www.sustainability.zinfra.com.au	26
403-8	Workers covered by an occupational health and safety management system	Health and Safety, www.sustainability.jemena.com.au or www.sustainability.zinfra.com.au	26
403-9	Work-related injuries	Health and Safety, www.sustainability.jemena.com.au or www.sustainability.zinfra.com.au	23
403-10	Work-related ill-health	Health and Safety, www.sustainability.jemena.com.au or www.sustainability.zinfra.com.au	23
404-1	Average hours of training per year per employee	Our People	36
414-1	New suppliers that were screened using social criteria	Governance, Modern Slavery Statement	64

Standard	Disclosure	Section	Page
414-2	Negative social impacts in the supply chain and actions taken	Governance, Modern Slavery Statement	64
406-1	Incidents of discrimination and corrective actions taken	Our People	34
409-1	Operations and suppliers at significant risk for incidents of forced or compulsory labour	Governance, Modern Slavery Statement	64
407-1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Governance	64
415-1	Political contributions	The Group's longstanding practice is to not make political contributions. Our internal procedures require our Board to approve any such donations – no approvals were sought in 2024.	-

Climate-Related Disclosures

	Recommended Disclosures	Where to find information
Governance	Describe the board's oversight of climate-related risks and opportunities	53, Detailed in our Climate Transition Plan 2025 on page 40
	Describe management's role in assessing and managing climate-related risks and opportunities	53, Detailed in our Climate Transition Plan 2025 on page 40
Strategy	Describe the climate-related risks and opportunities the organisation has identified over the short, medium and long-term	55-61
	Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning	55, Climate Transition Plan 2025
	Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios including a 2 degree Celsius or lower scenario	55, Climate Transition Plan 2025
Risk Management	Describe the organisation's processes for identifying and assessing climate-related risks	55, Additional information about our Risk Management Framework is at Risk Management Framework is at www.jemena.sustainability.com.au and www.sustainability.zinfra.com.au and in our Climate Transition Plan 2025 on page 40
	Describe the organisation's processes for managing climate-related risks	55
	Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management	Additional information in our Climate Transition Plan 2025 on page 40
Metrics and targets	Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Additional information in our Climate Transition Plan 2025 on page 36
	Disclose Scope 1, Scope 2, and if appropriate, Scope 3 greenhouse gas emissions, and the related risks	13, 15
	Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Additional information in our Climate Transition Plan 2025 on page 36



**SGSPAA Group
Level 16, 567 Collins Street
Melbourne 3000**

1300 536 362

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