



The Energy  
Charter



stanwell

# Disclosure Report 2020/21

Together, deliver energy for a better Australia



## Stanwell's commitment to the Energy Charter

### The Energy Charter vision: Together, deliver energy for a better Australia

As a founding signatory to the Energy Charter, Stanwell has joined other energy businesses across the supply chain in committing to progress the culture and solutions required to deliver energy that is aligned with customer and community needs and expectations.

This Disclosure Statement has been compiled with input from Stanwell's Board of Directors, Chief Executive Officer, Executive Leadership Team, senior leaders and customer facing Account Managers. Importantly, we also sought feedback from our customers on our performance against our Energy Charter commitments.

We welcome feedback on our Energy Charter Disclosure Report. For all enquiries and feedback, please contact us at [energycharter@stanwell.com](mailto:energycharter@stanwell.com)

## A message from our Acting CEO and Chair of the Board

We're proud of the improvements we have made over the past year as we work together to deliver on the Energy Charter's vision to deliver energy for a better Australia. We have further shifted our business mindset, ensuring we keep the needs of both our customers and our stakeholders front of mind. Importantly, we have continued to deliver stable, reliable and affordable energy for Queensland, and our large commercial and industrial customers across Australia's eastern seaboard.

We have made strong progress against the Energy Charter principles and the areas for advancement we identified in our last Disclosure Report (2019/20). As part of our commitment to the Energy Charter and delivering customer-focused business initiatives, we have continued leveraging our Energy Charter Steering Committee to drive progress and action against the five principles. Our committee includes representatives from our Board, Executive Leadership Team and customer-facing leaders to embed a 'customer at the centre' culture within Stanwell.

In October 2020, we spoke to 41 of our customers (more than 50 per cent of our customer base) to understand what they think about our performance, where we can improve and their perception of our reputation. We were pleased to learn survey respondents had high levels of satisfaction and said they were highly likely to use Stanwell in the future. The research highlighted some areas we can improve on, which we have discussed throughout this report.

We have also taken steps to establish a Customer Reference Group to provide regular input into our products and new initiatives. The group will amplify our customers' voice within our business, further helping to ensure our services are developed to meet their needs and preferences.



In recognising how important it is for customers to make informed decisions about energy, this year we launched a new energy explainer website, What's Watt. While our retail business only serves large commercial and industrial customers, What's Watt aims to make it easy for all energy users, including households and small businesses, to understand electricity and learn how to get the best products for their needs. Through What's Watt we have been able to use the industry knowledge and the energy expertise of our people, to help educate all Australian energy users.

This year, we have made important inroads into transitioning our generation portfolio and establishing our renewable energy offerings to meet our customers' increasing demand for renewable energy. We will continue to work closely with our customers as we transform our business in response to the ongoing renewable energy development in the energy sector, the needs of our customers and our commitment to Energy Charter principles.

Handwritten signature of Adam Aspinall in blue ink.

Adam Aspinall  
Acting Chief Executive Office

Handwritten signature of Paul Binsted in blue ink.

Paul Binsted  
Chair

# Our customers and our communities

As an energy generation business, and retailer to large commercial and industrial customers, Stanwell holds a unique position in Australia's energy market. We interact with and impact a wide range of businesses and individuals, including:

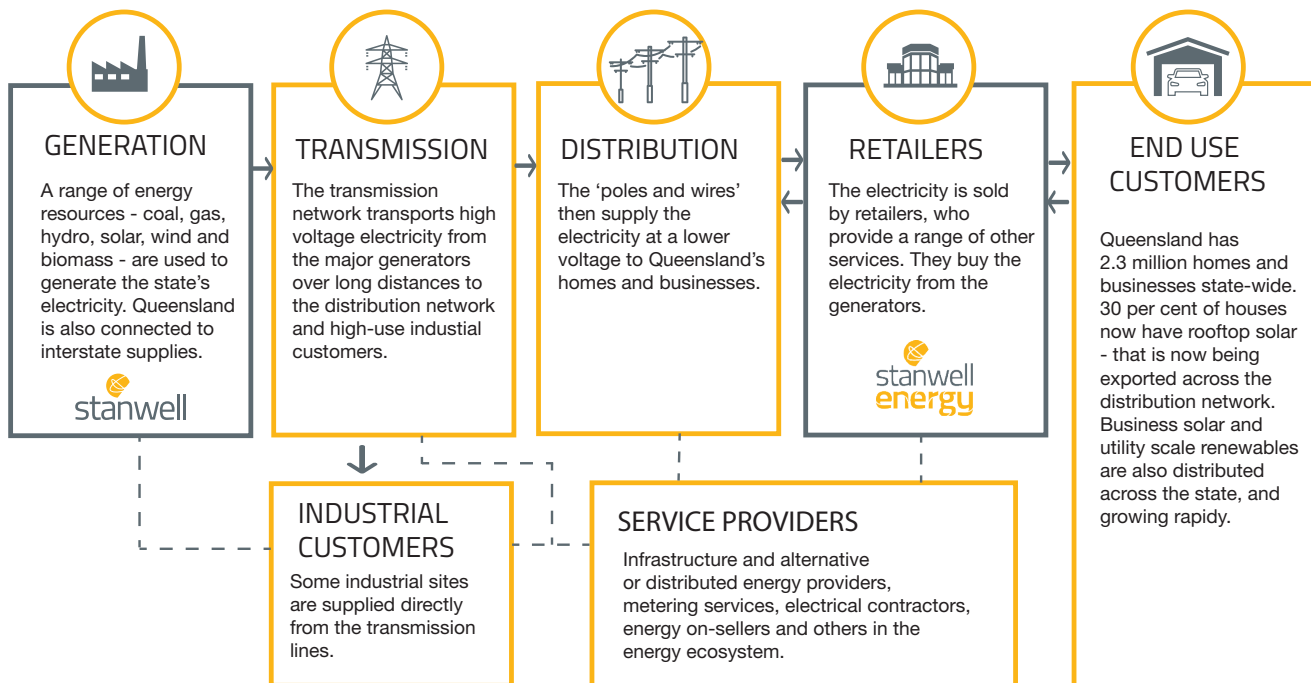
## Wholesale customers

We bid our electricity into the National Electricity Market (NEM) – the wholesale market where generators sell, and retailers buy electricity. Retailers then resell electricity to businesses and households. Our wholesale customers are electricity retailers, generators, financial intermediaries (banks and hedge funds) and large end-users, hedging counterparties and/or direct market customers.

## Retail customers

Stanwell's retail business, Stanwell Energy, sells electricity exclusively to large industrial and commercial customers along the eastern seaboard of Australia. As large users of electricity (more than five GWh a year), our customers are sophisticated in their understanding of the energy market. We work with our customers to offer bespoke energy solutions to meet their business' requirements. Through our formal research as well as our ongoing engagement with our customers, we know they care about the volume of their energy use, their ability to source renewable energy, price certainty and value for money, accurate and timely billing, and contract flexibility.

Image: Queensland energy supply chain



## Energy end-users

As a Queensland Government Owned Corporation, our business is owned by the people of Queensland. Queenslanders are also the end users of the electricity we generate. We therefore have an ongoing focus on cost leadership and through our power stations, delivering secure and reliable energy. This includes through provisions of frequency control and ancillary services. These services are essential to managing grid stability and security for all end-users, particularly given the increasing proportion of renewable generation in the market.

## Communities

Our ability to generate electricity is, in large part, dependent on the support of the communities in which we operate. We work with local communities to establish and maintain mutually beneficial relationships – through employment and local investment. We employ around 700 full time equivalent direct employees and 560 specialist contractors across our sites. Our employees live and work in the communities where we operate and are actively involved in local community programs and activities. In 2020/21, our social investment program distributed more than \$488,000 to community organisations within our local communities.

## Customer Reference Group

In 2019/20, on reviewing each of the Energy Charter signatories' Disclosure Reports, the Energy Charter's Independent Advisory Council recommended that signatories should establish a customer reference group or customer council.

In response, Stanwell discussed the opportunity to create a potential Stanwell Customer Council with many of its customers, however several customers expressed they have little time to spare for ongoing involvement in a broad initiative.

Instead, our customers requested Stanwell continues to approach them for feedback and to co-create solutions on an ad hoc basis – so they can opt in and out of involvement as it suits them. We therefore will continue to approach our customers for feedback on initiatives, as they arise.

We will continue to seek to involve our customers in key decisions and empower them to play an active role in shaping key aspects of business practices and investment decisions where appropriate.

This report details many of those initiatives throughout 2020/21, while making commitments to further opportunities to involve our customers going forward.

## Our top five highlights

1. We fulfilled our commitment to undertake customer research. In October 2020, we spoke to more than 50 per cent of our customers (former and current) to understand what they think about our performance, where we can improve and their perception of our reputation. Overall, the customer survey results were positive:

- High levels of customer satisfaction (average rating of 7.8/10).
- A high likelihood of our customers considering using Stanwell in the future (average rating of 8.9/10).
- Customers had a positive overall opinion of Stanwell Energy (average rating of 7.7/10).
- Unprompted brand associations of Stanwell Energy were typically of an organisation considered "reliable", "trustworthy", "friendly", "responsive", "honest", "willing to engage" and "easy to work with".

Not everything our customers had to say was positive. We listened to their feedback and launched several new renewable energy products and services to meet their evolving needs and we're working to make further improvements to our customer portal.

2. We continued to generate safe, reliable, and affordable energy - achieving 94 per cent reliability, 84.4 per cent availability and a 14 per cent decrease in recordable injuries across our sites.

3. We worked effectively with our communities, health authorities, customers, suppliers, partners and other industry participants to safely deliver \$200 million worth of projects and operational activities through the COVID-19 pandemic, with a particular eye on ensuring the public health in our regional communities.

4. We launched an energy explainer website, [What's Watt](#), to make it easier for all energy users to understand the complexities of the energy market, including how to find the best electricity deals and reduce energy use, including:

- [What you should consider when choosing a new energy provider for your home or small business.](#)
- [How to reduce your electricity use and lower your power bills.](#)
- [How to measure your electricity use.](#)
- [What makes up an electricity bill?](#)
- [How are energy prices set?](#)
- [What causes electricity prices to spike?](#)
- [What should you do if you can't pay your electricity bill?](#)

5. Established an Energy Charter Steering Committee with representatives from across the business to drive better shared outcomes throughout Stanwell.

## Our performance against the Energy Charter's five principles

This report builds on our comprehensive 2019/20 Disclosure Report, highlighting the progress we are making against our commitment to the five principles of the Energy Charter.

1. We will put customers at the centre of our business and the energy system.
2. We will improve energy affordability for customers.
3. We will provide energy safely, sustainably, and reliably.
4. We will improve the customer experience.
5. We will support customers facing vulnerable circumstances.

Our self-assessment has been discussed within the business including with our Energy Charter Steering Committee, Community Relations team, Stanwell Energy Retail team, Executive Leadership team and our Board.

We have self-assessed as either Emerging, Empowered or Evolved based on the descriptions in the Maturity Model Framework and then checked our ratings with our several of our long-term customers.

While we can demonstrate an empowered and proactive approach for many principles, we also acknowledge that there are examples where we can improve to drive better customer outcomes.

An explanation of the assessment framework is provided at [theenergycharter.com.au/whatwedo/](http://theenergycharter.com.au/whatwedo/) and our self-assessment is summarised below.

Table: Self-assessment against the Energy Charter Maturity Model

	Elementary	Emerging	Evolved	Empowered	Exceeding
Definitions/ characteristics of capability	No formal approach to the majority of the Principles in Action	Emerging and repeatable approach to the majority of the Principles in Action	Evolved and defined approach to the majority of the Principles in Action and implemented	Empowered and proactive approach to the Principles in Action and customer outcomes measured and managed	Exceeding all Principles in Action and achieving optimal customer outcomes
1. We will put customers at the centre of our business and the energy system		■ → ■			
2. We will improve energy affordability for customers		■ →	■		
3. We will provide energy safely, sustainably and reliably			■ →	■	
4. We will improve the customer experience		■ →	■		
5. We will support customers facing vulnerable circumstances		■ →	■		

■ 2019/20 rating

■ 2020/21 rating

# Our progress towards the Energy Charter

## Principle 1: Putting customers at the centre of our business and the energy system

Having the right culture underpins the way we behave, the decisions we make and the outcomes we deliver for our customers.

Our values-based, people-centred culture ensures that customers interests are at the centre of our decisions, as we work with our people, customers and communities to deliver the safe, affordable, reliable and sustainable energy needed to drive a growing and prosperous Australia.

### At a glance

- Employee engagement: 67 per cent engaged (2020 employee engagement results), putting us slightly above the energy and utilities industry average engagement score of 65 per cent (2019/20:72 per cent).
- Customer satisfaction: High levels of customer satisfaction (average rating of 7.8/10) (2019/20: unknown).

*“They’re very strong in their ability to understand what you are actually trying to achieve and crafting a solution around that” - current customer.*

## Principle in action

### Listening first, discovering insights

In October 2020, we engaged a thirdparty to undertake extensive customer research to understand what our customers think about our performance, where we can improve and their perception of our reputation. We were pleased to learn respondents had high levels of satisfaction (average rating of 7.8/10) and said they were highly likely to consider using Stanwell in the future (8.9/10).

The research highlighted we can make further improvements to our customer portal, add extra value when we communicate with our customers and there are opportunities to expand our

renewable product offering. We have listened and we have made strong progress in prioritising and implementing changes to address this feedback.

We have a project underway to improve our customer portal so that customers can access information on their usage and costs. We sought initial feedback from five users with an overall positive response and constructive criticism. One customer said:

*“This portal is superior to other retailers (it’s simple, less cluttered). Navigating through other retailer portals is quite difficult” - current customer.*

We have also introduced several new renewable products and services to meet our customers’ current and future requirements. In addition, we have implemented more regular customer communications, which provide a market update and key insights into the energy industry.

We also seek to learn from our industry. Together with other Energy Charter signatories, we have been actively participating in the Industry Working Group and Government Owned Corporation (GOC) Energy Charter Working Group to devise and implement #BetterTogether initiatives, for the benefit of the energy supply chain.

### Driving a customer-centric culture

For Stanwell, this principle is about having a culture championed by our Board and leaders, which focuses on innovation and collaboration to reach positive customer outcomes. In the past year, we have implemented several initiatives which aim to align our business culture and ‘customer at the centre’ principles.

We have established an Energy Charter Steering Committee with representatives from across our business, including the Board and Executive Leadership Team, to drive customer outcomes and focus our efforts to ensure maturity uplift against the Energy Charter’s principles. Our Energy Charter commitments were added to relevant business division plans and key performance targets to set our intent to put our customers first.

Stanwell director (now Acting Chief Executive Officer), Adam Aspinall, took on a key role in participating in the Charter’s Customer Voice on the Board Working Group and has contributed to the creation and implementation of the

Customer Voice @ Board Level resource for Company Directors.

We further progressed our corporate strategy in line with the changing needs of our customers and the energy market over the next 15 years, increasing our focus on developing the products our customers want, while ensuring system security and energy affordability.

We engaged our business in the results of our customer research, celebrating our achievements at a company-wide morning tea and recognising the important role our customers play (and will continue to play) in the long-term success of our company.

In addition, we have implemented monthly customer and stakeholder reporting to our Executive Leadership Team, as well as developing a monthly dashboard for our customer-facing account managers to inform them of key issues, changes and updates occurring in the industries in which our customers operate.

### Developing robust processes to determine our customer needs

We have a panel of customers making up an informal Customer Reference Group, ensuring we can determine customer needs and we are accountable on how feedback has been considered and incorporated into our decision making. We will aim to engage members of our Customer Reference Group on an ad hoc basis in the development of new products and services; and invite their feedback on our performance and the way we make decisions as a business.

One of the upcoming key initiatives involving members of our Customer Reference Group, is a journey mapping exercise to understand the experiences our customers have when they interact with us. This exercise is critical in helping our business step into our customers’ shoes and see our business from their perspective.

### Embedding our new values and driving employee engagement

Engaged employees and a strong company culture contributes to greater customer satisfaction. Stanwell’s 2020 employee engagement survey delivered an engagement result of 67 per cent, slightly above the energy and utilities industry average engagement score of 65 per cent.

In 2020, we worked with our people throughout the business to develop new corporate values. These have now been firmly embedded through employee performance discussions, leadership stories and values shares at the start of formal meetings. Our new values, We care, We adapt and We deliver, have a strong focus on our approach with customers, communities and other important stakeholders.

In the past 12 months we also set about building the capability of our people leaders through the introduction of our Next Level Leadership development program. Our people leaders are completing a program to understand and embed the day-to-day habits that will help them and their teams to live our values and thrive as leaders into the future.

Progress against our 2019/20 commitments:

- Implement initiatives that embed the voice and experience of customers and stakeholders (*In progress*).
- Establish an Energy Charter Steering Committee with representatives from across the business to drive better shared outcomes (*Complete*).
- Include Energy Charter commitments in relevant functional plans and key performance targets (*Complete*).
- Implement monthly customer and stakeholder reporting to executive leadership team (*Complete*).

Focus for the coming year:

- Develop and implement a refreshed Stanwell Energy strategy, focused on further improving customer service and emphasising opportunities to create shared value.
- Embed the Customer Voice @ Board Level recommendations within Stanwell's Board, by focusing on one element of the Director checklist at successive Board meetings.
- Undertake further customer satisfaction research in early 2022 to track our progress and uncover additional areas for improvement.

## Principle 2: Improving energy affordability for customers

We recognise that affordable energy is essential for Australian households and businesses. As a generator for Queenslanders, and energy retailer for large commercial and industrial businesses, this principle is about controlling our costs and tailoring our energy solutions for customers' needs.

We are working to make energy both sustainable and affordable by running our business efficiently, so customers can benefit. We have processes in place to ensure our business decisions are cost-effective, and we tailor energy offerings that best meet our customer needs.

### At a glance

- Average customer rating for the competitiveness of Stanwell Energy's pricing in 2020/21 was 7.5/10 (2019/20: unknown).
- Customers on tailored energy contracts: 100 per cent (2019/20: 100 per cent).

*"They've been really good - one of the better retailers. At the beginning we said we'd like billing to come in a particular format and they were happy to oblige" - current customer.*

### Principle in action

#### Flexible energy solutions for our customers

We work with many of Australia's biggest businesses, from mines and manufacturing plants, to hospitals, retailers, and universities, to create customised energy contracts. We are partnering with the market, our customers and others, to progress plans to deliver energy storage and new renewable energy solutions.

We tailor our products and services to suit our customers' individual requirements, as we know no two businesses are the same. This year, we further broadened our offering to include additional renewable energy products, in response to feedback garnered in our recent customer research. We also have a pipeline of renewable energy and service-add options in progress which our customers will be able to add to their contracts in the future.

#### Reducing our costs to deliver more affordable electricity

We have a strong focus on reducing generation costs, with a corporate incentive target in place for employees which is designed so that:

- We continue to manage our costs, with particular emphasis on those costs we can control through the decisions we make every day.
- People in every division of the business can easily identify the role they play in helping to achieve the target.

Small continuous improvement opportunities across our Operations division have delivered \$3.7 million in savings. Improvements at our Meandu Mine will yield nearly \$8 million in cost reductions, through improvements made to our explosives, rail and water contracts. Changing the tariff of our Caboonbah pump station, is saving \$1.2 million, plus across the business we have achieved significant cost avoidance through thorough inventory optimisation at all of our sites.

#### Optimising price

In October 2020 we launched a new energy explainer website, What's Watt, to provide simple information for all energy users on how the electricity market works, how prices are set, how to decipher electricity bills, how to choose a retailer, how to save on energy and more. Through What's Watt, we have reached more than 15,000 unique energy users, proving it to be an effective tool for end users of electricity who want to learn more about energy. While our retail business only serves large commercial and industrial customers, What's Watt aims to make it easy for all energy users, including households and small businesses, to understand electricity and learn how to get the best products for their needs. Through What's Watt we have been able to put the industry knowledge and energy expertise of our people and industry partners to good use for all Australian energy users.

As the National Electricity Market transforms to higher levels of renewables we have also participated in several industry working groups, dealing with the reform of the energy market and retail sectors. We have participated in wholesale market and retail working groups led by the Australian Energy Council, as well as focused stakeholder

consultations on reform initiatives led by the Energy Security Board, the Australian Energy Market Commission (AEMC), the Australian Energy Market Operator (AEMO) and the Australian Competition and Consumer Commission (ACCC).

Advocating on behalf of our customers – and in the interests of overall energy affordability – is a key tenet of our regulatory and policy submissions. With this in mind, we have advocated on behalf of our customers in our responses to the Energy Security Board's Post 2025 Market Design and Data Strategy work programs, the ACCC Consumer Data Rights Energy Rules Framework, AEMO's Electricity Market Fee Structure Review, as well as several other electricity rule change processes led by the AEMC.

### Delivering fair outcomes

Some of Stanwell Energy's customers have experienced hardship due to the COVID pandemic. Stanwell has worked collaboratively with these customers to achieve better shared outcomes.

We also joined other Energy Charter signatories in developing and launching the #BetterTogether National Customer Code for energy brokers, consultants and retailers this year. The Customer Code aims to give large customers, like those we service through Stanwell Energy, the confidence that we are working in their best interest and delivering value to them. Our Stanwell Energy Account Management team all proudly promote Stanwell's membership of the National Customer Code in their email signatures.

#### Progress against our 2019/20 commitments:

- Undertake further research to understand our retail customers' perceptions of the value for money we provide and consider options to meet customer expectations where possible (*Complete*).
- Undertake customer briefings and formal consultation with peak bodies as part of business decision-making processes (*Complete*).

#### Focus for the coming year:

- Undertake follow-up research to track progress against our retail customers' perceptions of the value for money we provide and consider options to meet customer expectations where possible, then action data found.

## Principle 3: Providing energy safely, sustainably, and reliably

We recognise the essential nature of energy, the value it brings to the community and the impact for customers when they do not have a reliable supply. As one of the largest generators in the National Electricity Market, we have an important role to play in providing energy safely, reliably, and sustainably.

For Stanwell, Principle 3 is about continuing to pursue our safety goal of zero harm today, while engaging with our neighbours, host communities and customers, to ensure we conduct our business in a way that considers environmental and social impacts.

### At a glance

#### Safety

- Total Recordable Injury Frequency Rate (TRIFR): improved to 3.49 (2019/20: 4.3).

#### Sustainability

- Stanwell Power Station's emission intensity in 2019/20 was 0.86 t CO<sub>2</sub>-e/MWh. The Tarong power stations' emission intensity in 2019/20 was 0.88 t CO<sub>2</sub>-e/MWh. In comparison, the black coal-fired power stations that ranked the highest had an emissions intensity of 0.91 t CO<sub>2</sub>-e/MWh in 2019/20. These power stations are not owned by Stanwell.
- Percentage of recycled water used at our sites (%): 5.7 per cent (2019/20: unknown).
- Percentage of ash by-product which is reused (%): 8.2 per cent (2019/20: 7.2 per cent).
- Environmental enforcement actions: 0 (2019/20: 0).

#### Reliability

- Reliability factor: 94 per cent (2019/20: 94.4 per cent)

*"We acknowledge the work that goes on behind the scenes for Stanwell to be a good corporate citizen" – community member.*

## Principle in action

### Maintaining the highest standards of safety

Our continued focus on safety performance resulted in a 14 per cent decrease in recordable injuries compared to 2019/20, and no serious injuries or fatal events across our sites. While this is a positive result, we recognise the need to remain vigilant and seek continual improvement.

### Reducing emissions and driving environmental sustainability

As one of the largest electricity generators in the country, providing 36.5 per cent of Queensland's total electricity generation, Stanwell currently ranks as Australia's third-highest emitter of greenhouse gases. Stanwell's current generation portfolio is fossil fuel only, following a transfer of our low and zero emissions power stations to CleanCo in 2019. While our portfolio currently includes only fossil fuel generation, we operate two of the most efficient and lowest carbon intensity coal-fired power stations in Australia (Tarong North Power Station and Stanwell Power Station).

We are also exploring opportunities to decrease our carbon intensity and develop new lower emission energy retail products for our customers by incorporating renewable energy into our portfolio via equity investments and power purchase agreements. We have entered into a long-term 348 MW offtake agreement with Clarke Creek Wind Farm located in Central Queensland. A certain percentage of this offtake will be offered to our retail customers as a premium green energy retail product that matches customer load with output exclusively from the Clarke Creek Wind Farm.

We are also exploring a range of initiatives to reduce emissions, maximise the value of resources, minimise waste and support local industries. This includes exploring opportunities to partner with biofuel suppliers for the supply of products suitable for co-firing at our power stations as part of our bioenergy strategy, and the use of coal combustion products (CCPs) (ash from coal-fired power stations) in major projects within the Central Queensland region. We have recently completed a road repair trial using CCPs at Stanwell Power Station to prove the concept and are now actively engaging with industry to further develop use of these products.

In our last disclosure report we highlighted that we had introduced an Environmental Sustainability Assessment Tool to help our people consider environmental and social impact when they make operational decisions at our sites. This tool has continued to be used across the business, with a system implemented to ensure this assessment is carried out during the initiation of relevant projects.

As part of our commitment to ensuring environmental sustainability, we undertook proactive voluntarily Per-and Polyfluoroalkyl Substances (PFAS) surface-level and groundwater testing at all of our operational sites in April 2021, following public statements of PFAS contamination by other energy generators. PFAS is a chemical compound which was commonly used in firefighting foam throughout the energy industry in emergency response training. It was historically used infrequently and in small quantities at Stanwell's sites. All of our results were within safe human health and environmental guidelines.

In addition Stanwell has undertaken progressive rehabilitation of Meandu Mine ever since acquiring the site, minimising the active area of mining operations at any point in time to ensure that the land can be effectively returned to a sustainable post-mining use. Since 1989, more than 590 hectares (ha) of rehabilitation has been completed, representing approximately 27 per cent of the area once disturbed by mining activities.

### Focusing on future energy solutions

We aim to diversify our portfolio by incorporating renewable technologies such as hydrogen, solar, energy storage and bioenergy. As part of this focus, Stanwell cast a nationwide net for expressions of interest from renewable energy projects looking to play a key role in Queensland's transformation to a lower carbon future, with a significant number of responses received. Through our expression of interest process, Stanwell is working to build a portfolio of renewable projects that meet our retail customer requirements, support the development of Queensland's large-scale renewable industry, and enable us to diversify our portfolio and reduce our carbon intensity. In August 2020, Stanwell successfully signed a 348 MW offtake agreement with Clark Creek Wind Farm, with generation expected to flow into the grid from 2023. In March 2021, we entered into a joint feasibility study with Vast Solar, for a ground-breaking North West Queensland

Hybrid Power Project. In June 2021, we announced the land for Stanwell's Central Queensland renewable hydrogen project had been secured in Gladstone, as part of our partnership with Japan's largest hydrogen supplier, Iwatani Corporation.

### Keeping the lights on

Stanwell has continued its strong track record of delivering reliable energy. This year we achieved average availability and reliability factors of 84.4 per cent and 94 per cent across our National Electricity Market-connected assets, down from 88.8 per cent and 94.4 per cent in 2019/20.

In May 2021, when a failure occurred at CS Energy's Callide Power Station at Biloela, causing other generation sites in Queensland to trip, our sites played a critical role in supporting the network to regain capacity and to get the lights back on for hundreds of thousands of Queenslanders. Stanwell regularly participates in reduced load exercises to ensure its preparedness for such an event, to ensure our systems are secure and integrated.

As more renewable generation supply enters the market, we must ensure system security and resilience services continue to be provided in a way that is efficient and cost-effective for customers, while also looking at how the role of our power stations will change in providing these services – this is a key focus of our business strategy.

Stanwell is also actively contributing to the Energy Security Board's (ESB) Post-2025 Project which is centred on market design reform. In our submissions to the ESB's consultation papers, Stanwell has consistently supported the development of new markets for essential system services as a top priority, to support the transition to higher levels of renewable energy in the network. We believe that transparent and technology-neutral market mechanisms are most likely to support a secure and reliable energy system, at least-cost to consumers.

### Supporting future pathways

Stanwell's social investment program has supported two community initiatives which begin long-term economic planning for the regions surrounding Stanwell's current operations. Stanwell co-contributed to an event coordinated by the Next Economy and hosted by Central

Queensland University in Gladstone in April 2021. This summit provided Stanwell with the opportunity to demonstrate its commitment to transparency around its business strategy and renewable energy projects.

In addition, Stanwell has established a South Burnett Resilience Fund to support community-led planning. Red Earth Community Foundation, South Burnett, applied and received funding to develop the first phase of a long-term economic plan for the Burnett Inland region. Red Earth has engaged key community stakeholders such as councils, industry groups and other agencies in the early stages of the project. The project also has active involvement by [Rural Economies Centre of Excellence](#) who have existing research and experience in supporting rural economies, to maximise the value of the energy transformation. The first phase of the Red Earth economic planning project is expected to be completed by September 2021.

Progress against our 2019/20 commitments:

- Continue to develop our capability to provide system security and resilience services to support the transitioning market (*Complete and ongoing*).
- Provide greater transparency around our emissions by regularly publishing our emissions data on our external website, including data outlining average for coal-fired power stations in the NEM so that our stakeholders can easily compare our performance to other market participants (*In progress*).

Focus for the coming year:

- Continue to support community initiatives focused on the long-term development and resilience of our asset regions.
- Focus on the development of further renewable energy solutions and technologies to meet customer and market needs.
- Continue to advocate to energy market regulators and operators on the need to introduce a commercial market for essential system services, to ensure the system remains reliable, secure, and affordable.



## Principle 4: Improving the customer experience

We recognise that it must be easy for customers to make informed decisions about their energy, that outcomes should be transparent and that all customers should benefit from the transformation of the energy system. The customer experience with an energy business should be respectful, efficient, and seamless, particularly if something goes wrong.

For Stanwell, this principle is about maintaining our high levels of large commercial and industrial customer satisfaction, the responsiveness of our account managers, providing industry information to our customers and the flexibility of our contract terms.

### At a glance

- On average our current customers rated their satisfaction with Stanwell Energy as 7.9/10 (2019/20: unknown).
- On average, more than 95 per cent of our customers said they "definitely will" consider staying with Stanwell Energy in the future (2019/20: unknown).

*"Great service and great account managers. They're informative, friendly, approachable, responsive and they came on site to present to us. I could not think of anything they could improve on" - current customer.*

### Principle in action

#### Understanding our stakeholders, their perceptions, and expectations

Through the customer research we undertook late in 2020, we have gained valuable insights into areas we can improve on, including our customer portal, communication, and renewable product offering. In response to this feedback, we have introduced several new renewable product options for our customers. We are also improving our customer portal, in direct response to feedback, to make it easier for customers to access the information they need to make decisions for their business.

In early 2020 we also undertook extensive community research with the University of Queensland, as reported in our 2019/20 Energy Charter Disclosure Report. We have since made several improvements in response to community feedback, including hosting additional community forums within the Stanwell regional community (near Rockhampton), where respondents identified they would value more engagement with Stanwell's Executive Leadership Team. We have also increased our communication to our communities on topics identified through our 2020 community research project. We have broadened the reach of our community newsletter by circulating it digitally and through Stanwell's social media platforms. In 2022, we will carry out a second round of community research, to evaluate the effectiveness of the measures we have put in place in response to our 2020 research results.

#### Introducing new ways to engage and empower our customers

In response to our recent customer research, we have developed and commenced the implementation of a tailored customer engagement plan, which sets out to improve our communication and processes, and meet each of our customers' specific needs. Throughout the year we held many one-on-one briefings with our customers. We also implemented the Energy Charter's Better Practice Customer Engagement Toolkit to ensure all of our communication is clear, in plain terms, accessible and understandable.

As promised in our last Energy Charter Report we have commenced more regular communication with our retail customers, providing insights into the market and Stanwell's operations and sharing useful energy literacy content from What's Watt. We are also in the early stages of planning a social media strategy specifically for our Stanwell Energy customers, to give everyday access to insightful and useful information and tools.

With a customer journey mapping initiative underway, in which we are working with several of our customers to explore how they interact with us and where the gaps may be, we expect to uncover more opportunities to improve the responsiveness, flexibility and support we offer to our customers.

#### Evolving our employee understanding of our customers

Historically Stanwell Energy, our retail brand, has worked largely in isolation from other parts of the business. We are actively working to shift this mindset, as we recognise the increasingly important role our customers play in the long-term success of our business. In early 2021, we kick-started a program to introduce Stanwell Energy and its customers to all Stanwell employees. We shared the findings of our customer research and called on our people to consider the role each of them plays in delivering for our customers.

Progress against our 2019/20 commitments:

- Analyse our retail customers to tailor engagement and address identified needs (*Complete*).
- Develop standard renewable energy products for customers in addition to bespoke options in response to customers increasingly requesting 'greener' products to complement other sustainability actions (*Complete, ongoing*).
- Implement processes for ongoing customer satisfaction monitoring and reporting, with any issues raised to be promptly responded to and addressed (*Complete*).
- Link customer satisfaction survey results to account manager KPIs (*Complete*).
- Implement internal engagement campaigns to support our people to understand how their work contributes to improving the customer experience (*In progress, ongoing*).

Focus for the coming year:

- Engage our customers in a journey mapping initiative to better understand their interactions with our business and identify any gaps.
- Continue to develop our product offerings based on customer feedback.
- Develop and implement a marketing communication plan for our customers, which includes opportunities for genuine two-way engagement, co-creation, and information relevant to customers' specific needs.
- Re-evaluate community sentiment and feedback to track the effectiveness of our strategies to enhance stakeholder relationships.

## Principle 5: Supporting customers facing vulnerable circumstances

We recognise some electricity users may experience vulnerability requiring support from energy providers, which may require collaboration with governments and community service organisations. Not all experiences of vulnerability will be the same and providing support requires solutions tailored for different circumstances.

For Stanwell, this principle is about how we work with our large commercial and industrial customers when they are experiencing business hardship, to help them get back on track. It is also about how we are supporting our regional communities which host our coal-fired power stations. Some of these communities are facing significant economic challenges. This support will be increasingly important as the energy market transitions to a lower carbon future.

### At a glance

- Distributed \$488,000 to support community groups in initiatives focused on the long-term resilience of our asset regions (2019/20: \$338,000).

*"Stanwell Energy's account managers are very understanding, knowledgeable and quick to respond" – current customer.*

*"I love the visual representation of the data for charges breakdown"- current customer.*

### Principle in action

#### Supporting our customers in times of need

We have continued to work closely with our customers to support those facing genuine financial hardship, tailoring solutions to each customer and their individual situation, which has included extensions to payment terms and waiving of interest charges on future late payments in some cases. Each month our Tax Treasury and Energy Settlements team develops an industry placemat to provide our retail energy Account Managers with information on industry

issues which may be impacting our customers. This information enables our team to anticipate when our customers may need assistance.

#### Supporting our communities

We continue to engage with community leaders, local Indigenous people, neighbours, community groups and local disaster coordination centres to understand the issues they face. Stanwell's social investment programs are responsive to the needs identified within our asset communities. During 2020/21 Stanwell's investments targeted organisations recovering from the impacts of COVID-19 and assisted our asset communities to plan for their long-term resilience.

We continue to engage with leaders, Traditional Owner groups, neighbours, community groups and Local Disaster Management Groups to understand issues they face. Stanwell's social investment programs are responsive to the needs identified within our asset communities. During 2020/21 Stanwell's social investment programs targeted organisations impacted by COVID-19 and we worked in partnership with our asset communities to plan for their long-term resilience.

The Tarong and Stanwell community partnership funds community partnership funds provided support for community-led projects and activities that build community economic capacity, preparedness and resilience in the communities surrounding our power stations.

At our Tarong power stations, this included supporting:

- Kingaroy State School
- Queensland Country Womens Association (Kingaroy)
- South Burnett CTC - Gumnut Place
- South Burnett Western Performance Club
- South Burnett Mountain Bike Club
- Farm 2 Fork Collective
- Cherbourg Aboriginal Shire Council
- Girl Guides Queensland (Kingaroy).

At our Stanwell Power Station, this included supporting:

- Kalapa Hall and Sports Committee
- Wycarbah Progress Association
- Stanwell Hall and Progress Association
- Westwood Progress Association

- Westwood State School P & C
- Stanwell State School P & C.

A further 54 groups received support from our Corporate Sponsorship Program, which involves entry-level support for events, activities and/or programs that make a genuine 'quality of life' contribution to the communities we operate in.

We also worked effectively with our communities, health authorities, customers and other industry participants to safely deliver \$200 million worth of projects and operational activities through the COVID-19 pandemic, with a particular eye on ensuring the public health in our regional communities. These operational works have created a massive economic boost to our host communities in the Rockhampton and South Burnett regions.

#### Providing access to information

The launch of our energy explainer website, What's Watt, has enabled us to provide clear, simple communications for all energy users on how they can reduce their energy usage, understand their bills, and choose an electricity provider for their needs.

Progress against our 2019/20 commitments:

- No specific commitments were made in relation to this principal.

Focus for the coming year:

- Educate and engage our local communities on the pathway for transition.
- Develop energy explainer content specific to needs of Stanwell Energy's sophisticated large commercial and industrial customers to support them in reducing energy use and other needs.

**WHAT'S  
WATT**  
POWERED BY  Stanwell

What's Watt aims to answer every question about how we keep the lights on in Queensland. [Visit What's Watt](#) now to learn how the National Electricity Market works.