



Resilience in Action

Preparedness, Disruptions, and Impact

Fiona Dunk - Group Manager, Business Resilience - Jemena

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



Jemena – who we are

together as
one group

Zinfra
Your trusted partner
in energy

Jemena
bringing energy to life

Own and operate more than \$12.4 billion worth of major utility infrastructure.



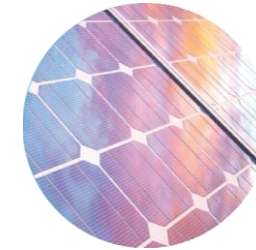
Jemena is an Aboriginal word derived from the Wagiman language meaning 'to hear, listen and think'



Supply gas to more than 1.4 million households, businesses and industry in New South Wales.



Supply electricity to more than 370,000 households, businesses and industry in Victoria.



Deliver solar and battery solutions for businesses and large energy users, as well as large scale grid connections and microgrids.



Pipeline infrastructure including Northern Gas Pipeline, Queensland Gas Pipeline, Darling Downs Pipeline and Eastern Gas Pipeline.

Our Assets

together as
one 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)

- 16 Jemena Offices

- 17 Zinfra



The Importance of Preparedness



Identify potential disruptive events



Develop preparedness plans



Educate your organisation

The Impact of Disruptions



Communication disruption



Supply chain disruption



Energy system outage

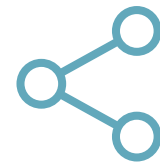
Community-Centric Resilience



Build social cohesion



Localise systems



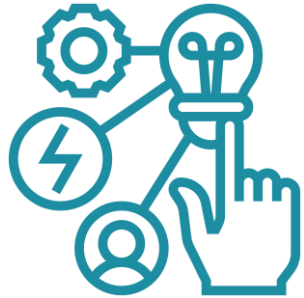
Share resources

With proactive planning and preparation, we can effectively respond when disruptions occur.

"In the face of uncertainty, preparedness is the compass that guides us through the storm."



Resilience Focus Areas



Disruptive Event Acuity

Ability to recognise precedence, situational awareness, foresight



Creativity and Agility

Increase ability to operate in novel ways to match volatility



Ambiguity Tolerance & Stress Coping

Increase the ability to make decisions and take action at times of uncertainty and increasing demands







Learnability

Use of our own and other's lessons & experiences to better manage prevailing circumstances

Our 2023 Program

Key Objective: Lead Group capability and attributes in Business Resilience, to enable the delivery of safe, sustainable and reliable supply of energy solutions to the community and control risk.

| Resilience Focus Areas | Disruptive Event Acuity | Creativity and Agility | Ambiguity Tolerance & Stress Coping | Learnability |
|------------------------|--|--|---|---|
| Outcomes |  <p>Uplift ability to recognise precedence, situational awareness and foresight</p> |  <p>Increase ability to operate in novel ways to match volatility</p> |  <p>Increase the ability to make decisions and take action at times of uncertainty and increasing demands</p> |  <p>Use of our own and other's lessons & experiences to better manage prevailing circumstances</p> |
| Key Activities | <ul style="list-style-type: none"> Design & Deliver Business Continuity Assurance and Exercises to validate effectiveness of 29 Critical Activities within the BCP Deliver 2023 Assurance Program with focus areas aligned with risk outlook; <ul style="list-style-type: none"> Gas Supply Shortfall Increase of Natural Hazard events Supply Chain disruption Cyber Disruption Large Customer Impacts Implement SOCI Positive Security Obligations (Physical & Natural Hazards) – Site Risk Assessments and physical security exercising. | <ul style="list-style-type: none"> Design Australian Resilience Standard / Metrics for Critical Infrastructure in association with Uni of Tasmania / Dept of Home Affairs for bench-marking and awareness. Provide training in flexibility strategies to enable the Group to adapt to extreme circumstances and sudden shocks that often exceed the design parameters for the other strategies. Incorporate extreme event scenarios within training and exercising for, practising 'decision making in a vacuum', creating an environment for emergent leadership to flourish in, enhancing trust, loyalty and unified purpose. | <p>Design team building activities to build trust and foster open communication, collaboration and psychological safety for activated teams</p> <p>Incorporate training in making bold and rapid actions not normally accepted in normal risk environment.</p> <p>Undertake capability assessment of current CMT/EMT cohort for leadership traits in uncertain times</p> <ul style="list-style-type: none"> Prior crisis experience Ability to convey unpopular message Ability to make decisions with imperfect information | <p>Development of Resilience Learning Package for all Group members</p> <p>Actively debrief Crisis & Emergency Activations and provide insights for adapting to future events in light of Energy transition.</p> <p>Design Qtrly Resilience Case studies for SLC/CMT themed on Energy Transition and key risks.</p> <p>Work with the Energy Charter 'Better Together' Resilience Collaboration – Learning Loops & Better Practice</p> |

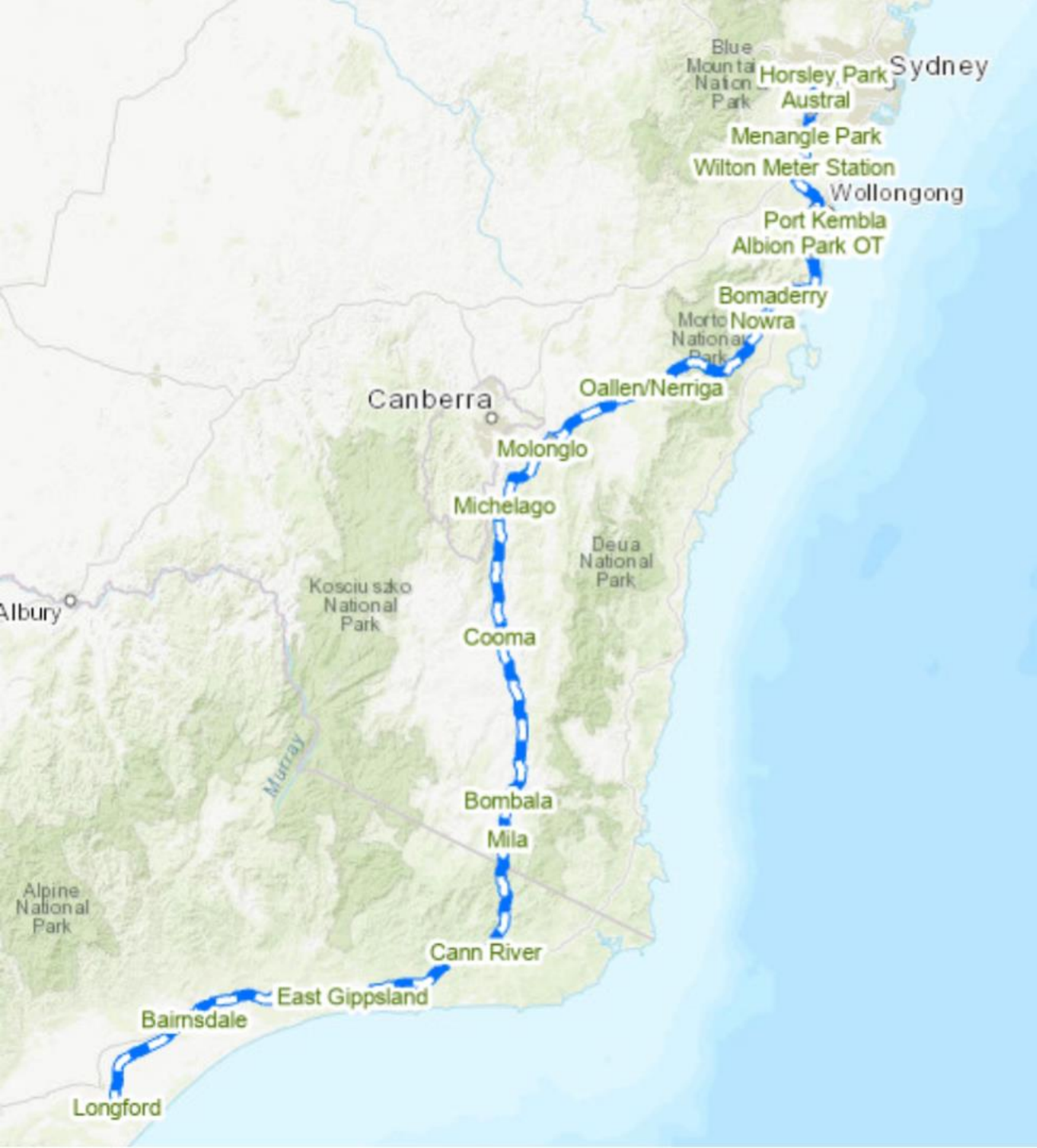
Assurance Plan Objective



Business Resilience Team provides assurance focused on the **adequacy and effectiveness** of key controls around several **attributes of resilience**.

Focus areas of exercises will be selected based on:

- inherent levels of risk for specific operational tasks;
- inherent levels of risk for specific hazards faced by employees, contractors and the public;
- trends discovered through past events, inspection and investigation findings during CY22;
- legislative, regulatory requirements; and
- requirements to adhere to Group plans, standards, policies and procedures
- Supporting Resilience attribute outcomes



Exercise Aim

Evaluate the Group's response to a disruptive scenario event impacting the Eastern Gas Pipeline



NSW FLOOD EMERGENCY

Impact of Disruptions

7 NEWS

OUTAGE ALERT



Bathurst, Lithgow, Oberon and Wallerawang

We're currently responding to a gas outage impacting some Jemena customers across Bathurst, Lithgow, Oberon and Wallerawang NSW.

Our crews are working to restore supply as quickly and safely as possible. However, this is a major incident and may take a number of weeks.

We apologise for any inconvenience caused and thank customers for their patience.

More updates at:

www.jemena.com.au/outages-and-faults/gas.

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NSW Gas Outage 2022

The outage was caused by a rupture in a transmission gas pipeline due to a the NSW flooding event. This unexpected incident severed the gas supply to three regional townships over several weeks.



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NSW Gas Outage 2022

Challenges: The outage occurred during an unseasonal cold snap in Spring, which heightened the need for heating.



NSW Gas Outage 2022

Impact on Businesses: Many local businesses, including restaurants and manufacturing, had to temporarily shut down due to the lack of or no gas supply.



NSW Gas Outage 2022

The Response: Emergency services, Jemena and APA (the owner of Transmission) worked tirelessly to restore the gas supply and provide support to affected residents.

Learn from Experience, both yours and others

Hear Real Stories

Listen to compelling accounts of organisations responding to disruptions. Understand the challenges they faced.

Study Responses

Analyse how successful organisations responded effectively to disruptions through resilience and preparation.

Learn from Mistakes

Examine cases where organisations failed to adequately prepare. Learn from their mistakes.

Build Resilience

Use insights from real-world examples to proactively develop resilience and preparedness.

Overcome Challenges

Leverage lessons from others' experiences overcoming disruptions to strengthen your own response capabilities.

Community – Centric Resilience



Provide empathetic and proactive customer service during disruptions to maintain trust.



Rally communities to support each other to minimise hardship during disruptions.



Prioritise the needs of vulnerable customers during disruptions through outreach and assistance.



Empower Communities

Communities have vast resources and capacity to empower their people and respond to emergencies when you enable collective action. Provide the space and respect local partners.



Respect your
connections

GAS USE
CAN
RESUME



Key Takeaways



Preparedness is the foundation

Key Takeaways



Disruptions are inevitable

Key Takeaways



Community-centric focus matters

Key Takeaways



Lessons for the future

Key Takeaways



#BetterTogether

Thanks for Listening

