

Endeavour Energy's Energy Charter Disclosure Report 2024/25



Chair and CEO's foreword

Supporting customers through the energy transition

We are proud to present our seventh Energy Charter Disclosure Report, a reflection of our continued commitment to delivering better outcomes for our customers and communities.

This year, our focus sharpened on the practical steps needed to support and demystify the energy transition. We listened closely to our customers and responded with initiatives that make grid automation seamless; new technologies like electrification and flexible exports more accessible; tariffs and electricity bills easier to understand; and smart meters and community batteries more useful and relevant to everyday lives.

Our *Decarbonising the Grid Strategy 2035* and *Network Business Strategy 2050* provide the blueprint for this transformation. These strategies are not just aspirational - they are operational. They guide our investments, shape our innovation, and ensure that our efforts are aligned with what our customers have told us they need: a future that is cleaner, smarter and more accessible.

As a community-based, essential services provider for over 130 years, we recognise the trust placed in us. We are determined to honour that trust by making the energy transition something our customers participate in and not just observe. Our goal is to empower customers with the knowledge and tools that make a difference.

We also acknowledge the challenges. Navigating the energy transition is not simple. It needs new rules and regulations, new technologies and new thinking on how we charge for energy. Sustaining this momentum requires us to keep listening, learning, and acting on feedback.

In FY25, our performance fell short for customers due to the impact of cancelled outages due to industrial unrest which continued to December 2024. In addition, 35 Life Support customers were let down by our technology systems. We account for improvement programs in this Report.

This Disclosure Report is more than a performance statement – it is a public commitment to continuous improvement, shaped and approved by our Board and Executive Leadership team. It reflects our belief that the energy transition must be shaped by collaboration, transparency, and a deep respect for the voices of our customers.

Our Peak Customer and Stakeholder Committee (PCSC) continues to play a vital role in holding us to account and helping us see the energy system through the eyes of our richly diverse customers and communities.

We thank each PCSC member for their shared commitment to putting customers first and for challenging us when and where we need to do better and recognising where we are making a genuine difference.

Together, we are turning ambition into action as we strive to build an energy future that works for everyone.



Cheryl Bart AO
Independent Chair



Guy Chalkley
Chief Executive Officer

Acknowledgement of Country

Endeavour Energy acknowledges the traditional custodians of Country where we work - the people of the Dharug, Wiradjuri, Dharawal, Gundungarra and Yuin nations - and recognises their continuing connection to Country, cultures and community.



Front cover image left-to-right: Guy Chalkley CEO Endeavour Energy; Dr Saul Griffith co-founder Rewiring Australia; Dan Cass former Executive Director Rewiring Australia; Alison Byrnes MP; Chris Bowen Federal Minister for Climate Change and Energy; Darren Miller CEO Arena; Leanne Pickering Chief Customer & Strategy Officer Endeavour Energy; Laura Scalafioti, Thirroul resident and members of the Electrify 2515 project team at the media launch of the Electrify 2515 program in October 2024.

Our customers and communities

Our purpose is powering communities for a brighter future. We own and operate a network serving 1.2 million customers in Sydney's Greater West, the Blue Mountains, Southern Highlands, the Illawarra and South Coast of New South Wales (NSW).

We power some of the fastest growing regions in NSW, including Sydney's Greater West, home to NSW's second international airport and the surrounding innovation City of Bradfield.

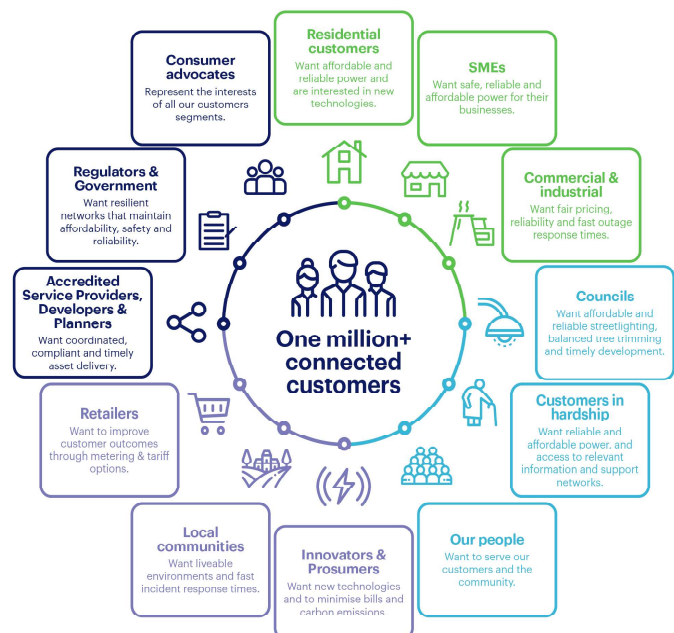
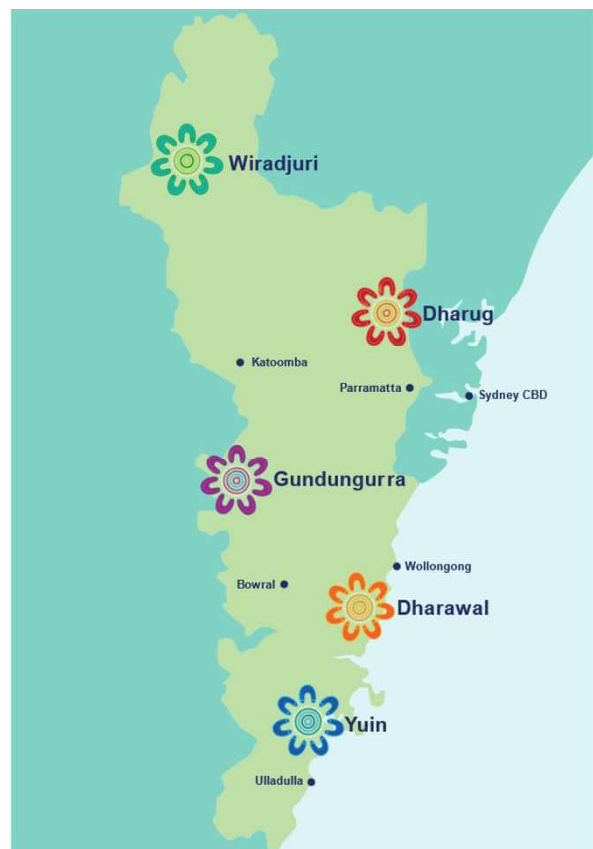
A population of 2.7 million depend on us every day for safe, affordable, reliable and resilient power so they can go about their lives and livelihoods, trusting us to look after their energy interests and plan and deliver a clean energy future that integrates distribution renewable energy zones, solar, batteries and electric vehicles at least cost for all.

Our customer landscape is changing dramatically. Our challenge is to deliver safe, reliable and affordable energy while offering smart, simple, and bespoke energy solutions across a richly diverse customer base. Our largest customer segment includes 1.1 million households located in thriving cities, urban and surrounding rural areas. A rapidly growing subset of this group includes more than 47,040 life support customers, up by 4% from FY24 who depend on electricity to power medical devices.

One in three customers now has rooftop solar and this is expected to grow to 1 in 2 by 2030 and 60% of our customers have smart meters. Across our network, 31,124 electric vehicles are now registered, 146% growth since June 2024. Around 6000 customers now have access to newly installed community batteries.

We serve 100,000 commercial and industrial customers who rely on large amounts of affordable and reliable electricity for their businesses to thrive. They include local councils hospitals, large logistic centres, government businesses, major shopping centres, manufacturers and a group of high voltage customers. See our customer segments opposite.

We continue to see enormous growth in international data centres, and they are expected to consume the largest portion of load of any customer segment over the next decade. Retailers are our largest customer group by revenue and are critical partners in driving better energy futures for all.



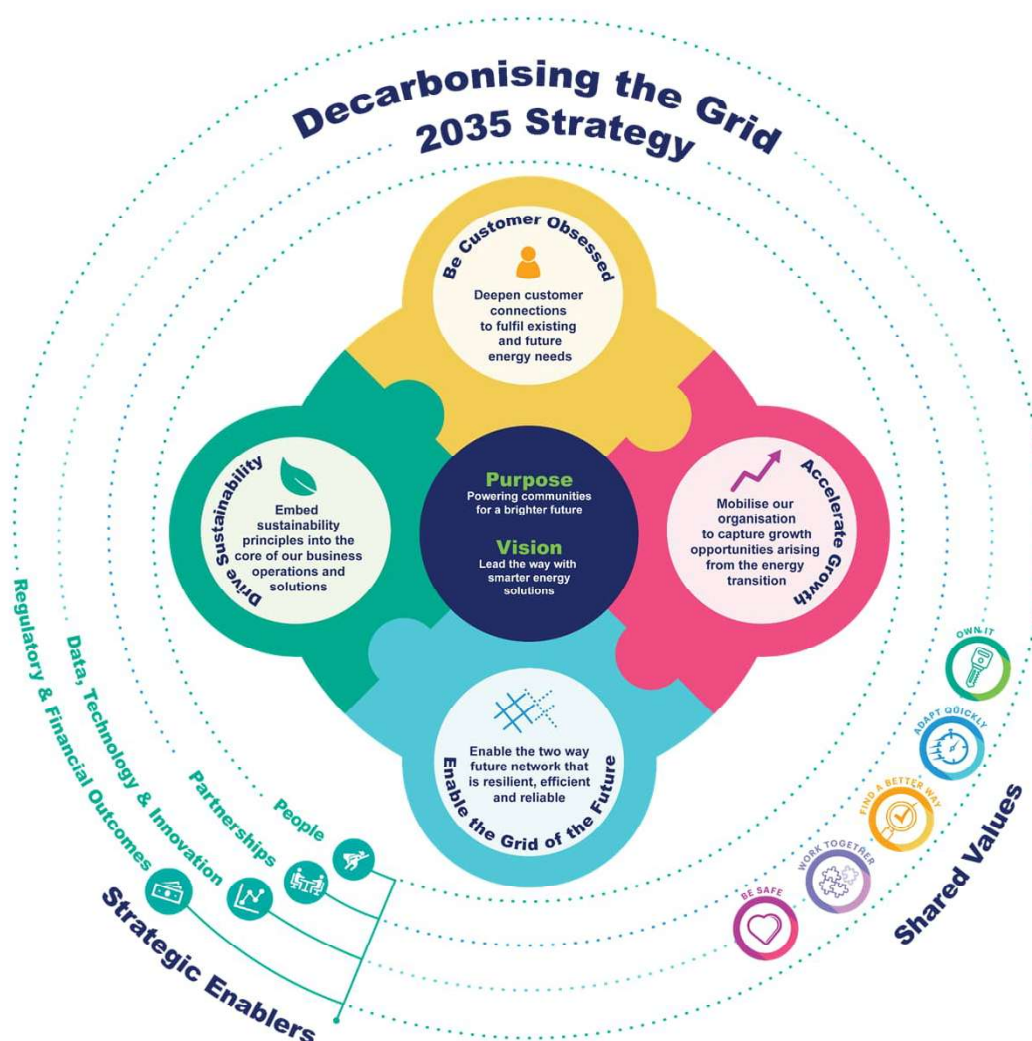
Decarbonising the Grid 2035 (DTG 2035) and our new Network Business Strategy 2050

How will we deliver our vision to power communities for a brighter future? We developed DTG 2035 by outlining what 2035 might look like and then worked backwards to define the actions we need to take over the next decade to transition to clean energy and homes that are completely electrified. We will also need to respond to the impact of more extreme climate changes across our network. We supplemented that with a more detailed, 25-year Network Business Strategy in FY25.

Both strategies are based on extensive engagement with different customer groups, and both incorporate their current and future priorities. These are our blueprints to drive lower costs and deliver a more tailored experience for all customer segments. We also published a comprehensive [2024-Sustainability-Report.pdf](#) and readers are encouraged to check that Report for more details.

The case studies on the following pages were selected as a practical demonstration of how we are delivering against the Network Business Strategy and the four pillars of our Decarbonising the Grid 2035 Strategy:

1. Be customer obsessed
2. Drive sustainability
3. Enable the grid of the future and
4. Accelerate growth.



Customer and community highlights

Highlight 1: Helping households electrify affordably



Customers living in the postcode 2515 are demonstrating the gains of electrifying homes with lower energy costs and reduced carbon emissions through the community pilot *Electrify 2515* program.

The program funds 500 homes in the Illawarra to switch to electric appliances. The program also provides data and research designed to help more homes to electrify faster.

This visionary *Electrify 2515* Community Pilot has been spearheaded by passionate locals and involves an \$11.8 million partnership between Endeavour Energy, Rewiring Australia, and Brighte, with \$5.4 million in federal funding through Australian Renewable Energy Agency.

Each participating household can apply for subsidies of up to \$1,000 off electric hot water systems, reverse cycle air conditioners and induction cooktops. Participating homes also can access a free smart energy device to optimise their energy use, with some subsidies for switchboard upgrades to support the new appliances. Additional incentives are available for lower income households to make the program accessible to a diverse range of people.

The pilot aims to provide data on a concentrated and rapid electrification of a community, measuring customer behaviour, attitudes, and energy bill savings. Its first community insights report, profiling results from the first 60 participating households can be found here: [Rewiring Australia](#). As Australia's first community-led electrification pilot, it is capturing learnings that include energy choices, feedback, and energy data from participants and installers. Beyond savings, it sets the stage for communities across Australia by providing critical data on large-scale community electrification.



Electrify 2515 Media Launch October 2024.



Highlight 2: Co-leadership of power outage plans

The past six years have shown that extreme weather events leading to unplanned power outages pose a significant risk to communities, especially those who depend on life-support medical equipment. These outages endanger lives, disrupt homes and businesses, and expose gaps in emergency preparedness.

Endeavour Energy was proud to co-lead a national Energy Charter initiative with Ausnet Services and others to develop improved customer tools to prepare for power outages, particularly customers with disabilities and those relying on medical equipment in their homes.

The initiative's community-first approach was guided by feedback from over 200 individuals with lived experience, as well as professionals across health, disaster resilience, and energy sectors. This collaboration ensured that resources were not only user-friendly but also aligned with real-world needs.

The core of the initiative are two microsites: lifesupport.poweroutageplan.com.au for people using medical devices, and poweroutageplan.com.au for the general public. These platforms provide tailored planning tools, including interactive checklists, templates, and instructional videos to support individuals in making informed decisions about emergency preparedness and backup power solutions.

Resources are available in multiple accessible formats: AUSLAN, plain English, easy read, various community languages, and with First Nations design principles. This ensures that people from all backgrounds, including those with additional communication needs, can engage with and benefit from these tools.

The initiative aims to reduce customer distress related to outages and build stronger relationships with customers by providing them with tools that directly address their concerns. Longer term, this initiative will create more energy resilient communities through increased awareness and preparedness.

Highlight 3: Predicting future customer behaviour - The greenhouse challenge



Lower costs, more reliable power, and energy infrastructure that adapts to how people live and work. These are the outcomes Endeavour Energy is striving to deliver for its 2.8 million customers through a bold rethink of how future electricity demand is forecast and planned.

As communities adopt more electric vehicles, rooftop solar, batteries, and electric appliances, the way energy is used is changing fast. Traditional models, based on historic assumptions, are no longer accurate enough to guide infrastructure decisions. If the network is underbuilt, customers may experience outages or restrictions. If overbuilt, they'll bear the cost of unnecessary infrastructure.

To ensure the network meets future needs without overburdening customers, we launched *the Greenhouse Challenge*, an extensive global search for innovative solutions to predict not just technology uptake, but real-world customer behaviour, motivations, and preferences.

After reviewing solutions from around the world, we selected the National Energy Analysis Centre (NEAC) as the winner. NEAC is supported by the Commonwealth Scientific and Industrial Research Organisation (CSIRO), Australia's national science agency. The strength of NEAC's approach lies in its *Living Lab* - a unique, real-world testing ground that puts customers at the centre of network planning.

The *Living Lab* consists of 10,000 homes and businesses across Endeavour's network, particularly in diverse, fast-growing areas like Western Sydney. Participants will be chosen to reflect a broad mix of housing types, technology usage, and life circumstances. Their homes will be fitted with circuit-level sensors to monitor electricity use, while surveys and interviews will capture insights into their behaviours, values, and comfort with emerging technologies.

This data will be processed through NEAC's Systems Science Toolbox, a suite of modelling tools designed to simulate future demand and integrate directly with our existing planning workflows. Unlike static forecasting methods, the *Living Lab* adapts over time, ensuring insights remain current and relevant.

By combining technical data with human context, NEAC's solution will enable Endeavour Energy to make smarter investment decisions, avoiding waste, improving service reliability, and aligning the network with how customers actually use energy.

This continues our commitment to shift from planning *for* customers to planning *with* them. The result is a network that evolves alongside its communities - delivering long-term value, resilience, and trust.



Highlight 4: Building a culture of inclusion through reconciliation

A more inclusive customer culture is being shaped by deepened relationships that create more opportunities to advance reconciliation with Aboriginal and Torres Strait Islander communities.

Our second *Reconciliation Action Plan* (RAP) commenced in August 2024 to:

- Embed reconciliation in our core business by integrating Aboriginal and Torres Strait Islander perspectives into decision-making processes, policies and practices by amplifying voices inside our business.
- Deepen our understanding and connection to Country through listening, learning and collaborating with Aboriginal and Torres Strait Islander peoples to foster greater cohesion amongst our employees, partners, customers and communities. In FY25, more than 121 employees participated in four Cultural Immersion Experiences - walk on Country.
- Building relationships and respect by continuing to strengthen our community connections across traditional lands. Promoting respect for Aboriginal and Torres Strait Islander cultures and traditions across the business and in our engagement with our partners and communities.
- Creating meaningful and sustainable opportunities and partnerships by supporting and advocating for Aboriginal and Torres Strait Islander peoples' economic participation, both within our organisation and in the communities we serve. Endeavour Energy's spend with Aboriginal and Torres Strait Islander businesses increased by 50% each quarter in FY25 with an expected FY spend of around \$2 million.

Reconciliation in action includes Walks on Country with local Elders, career expos, volunteering, supporting workplace giving, fundraising with Aboriginal partners, mentoring our employees, offering scholarships, providing careers information and work experience opportunities, and welcoming Aboriginal representation in our Peak Customer and Stakeholder Committee. It is highly visible in the way we have worked with many local Aboriginal artists to weave Aboriginal artwork and wayfinding throughout our workplaces, on our community batteries and on our electric vehicle fleet.

Our *Reconciliation Action Plan* is central to our mission of powering communities for a brighter future and reflects our responsibility to connect, empower and care for Country wherever we work.

Highlight 5: Community batteries share clean energy benefits



Customers will benefit with lower energy bills via shared renewable, stored local energy after Endeavour Energy delivered an ambitious community battery rollout.

This is a critical step in accelerating the energy transition with 76 community batteries installed across 33 suburbs to unlock the benefits of renewable energy for up to 6000 customers.

Batteries are the missing link in the clean energy transition. While rooftop solar is increasingly common, not every household can take part. Renters, apartment dwellers, and those who can't afford the upfront cost of solar are often excluded from participating in the benefits of clean energy.

Community batteries fill this gap by offering shared local storage for excess solar energy, which can then be drawn down by households during peak demand periods. In doing so, they not only reduce energy bills but also ease pressure on the network and increase grid resilience.

Endeavour Energy's community battery rollout is being delivered in partnership with the Federal Government and energy retailers, Energy Australia and Origin Energy. The full program will deliver more than 5.37 megawatts (MW) of power capacity and over 11 megawatt hours (MWh) of storage. Each battery is capable of serving multiple households, enabling up to \$400 a year in potential savings per participating customer.

The batteries are also helping to build social licence and inform customers about the energy transition, with key installations featuring local indigenous artwork and being used as focal points for public engagement.

This rollout is a cornerstone of Endeavour Energy's strategy to decarbonise the grid by 2035 and future-proof infrastructure to support the rapid uptake of electrification.



Highlight 6: Unlocking greater value for solar customers

Unlocking lower energy bills and more clean energy for customers via Endeavour Energy's *Flexible Exports* program was a FY25 focus. It integrates world-leading artificial intelligence to transform how rooftop solar customers interact with the electricity grid.

Traditionally, exports of additional solar energy generated from rooftop solar were capped at a fixed limit (5kW) to protect the grid from overloading. *Flexible Exports* doubles the previous limit by allowing customers to export up to 10kW excess solar energy most of the time (over 95% on average). This is achieved through secure digital communication between Endeavour Energy and smart solar inverters, enabling real time adjustments only when necessary to maintain grid stability.

The program delivers tangible financial savings. Customers with 8kW systems can save between \$40–\$60 annually, while those with 10kW inverters may save up to \$200. Importantly, *Flexible Exports* does not affect customers' ability to consume their own solar energy.

Beyond savings, customers contribute to a more sustainable grid and clean energy future. Already, 150 trial participants have exported an additional 50MWh of solar energy, enough to power six homes for a year, saving \$2,450 collectively, based on comparisons to an average Endeavour Energy residential bill,

The program will be available to all customers with compliant rooftop installations once the NSW Government launches the Consumer Energy Resources Installer Portal in 2026.

With half of Endeavour Energy's customers expected to have solar panels by 2040, *Flexible Exports* is expected to unlock at least 600MW of additional renewable energy over the next decade (the equivalent of powering 75,000 homes for a year).

Endeavour Energy is acting now to make our network smarter. Through innovations like *Flexible Exports* customers will directly contribute to Australia's energy transition, driving savings and more clean energy.

Energy Charter Scorecard

	Description	FY21 actual	FY22 actual	FY23 actual	FY24 actual	FY25 target	FY25 actual	FY26 target
Customer Service	Customer satisfaction-outages & general enquiries ^{1,2}	7.5	6.5	6.9	7.2	7.2	6.8	7.4
Reputation: stakeholders	Benchmarked reputation score of stakeholders ³	-	83.7%	87.7%	86.8%	88.7%	88.5%	90%
Reputation: community	Quarterly benchmarked score of customers ³	-	72.6%	71.0%	68.3%	69%	69.2%	70%
Affordability	Average residential charges ⁴	\$587	\$553	\$563	\$537	\$545	\$558	\$545
	Average small business charges ⁵	\$1,019	\$963	\$983	\$931	\$945	\$968	\$1,023
Worker safety	Total Recordable Injury Frequency Rate ⁶	8.5	6.6	6.4	4.5	6.0	4.6	↓
Public safety	Domestic shocks	104	94	68	92	< 83	83	79
Sustainability More info: 2024-Sustainability-Report.pdf	Global Real Estate Sustainability Benchmark (stars)	5	5	5	5	5	5	5
	Greenhouse gas emissions excluding network line losses (tCO2-e) ⁷	22,959	22,127	18,460	16,145	18,367	15,829 ¹⁰	17,390
	Greenhouse gas emissions including network line losses (ktCO2-e) ⁸	619	603	597	592	↓	612 ¹⁰	↓
	Net habitat gain (ha) ⁹	-2.6	-0.7	-0.8	-0.06	0.0	+0.58 ¹⁰	+0.2
	Landfill diversion	52%	73%	78%	83%	90%	92% ¹⁰	92.5%
Reliability	Unplanned SAIDI normalised (mins) ¹¹	66.0	91.59	77.35	74.71	79	77.4	79
Ease of service	Total EWON casework ¹²	172	150	226	198	150	367	294
	Per 10,000	1.59	1.5	2.0	2.0	<1.8	3.25	2.45
Life support	Type 1 customer breaches	24	50	67	5	0	35	0

1. FY22 results are attributable to survey method change from outbound calls to SMS links. After engagement with customers, this measure was replaced with customer satisfaction targets in FY24, which we missed in FY25.

2. Averaging between 400-700 surveys per month from Jan 22. 3. New from FY22, FY22 figures based on nine months of data.

4. Distribution charges, 5MWh p.a. \$FY26. 5. Distribution charges, 10MWh p.a. \$FY26.

6. Number of lost time and medical treatment injuries per million hours worked for employees and contractors.

7. Includes scope 1 & scope 2 emissions & excludes emissions associated with network losses. Interim target for this KPI is 40% reduction in emissions by 2030, against an FY21 baseline.

8. Includes scope 1 & scope 2 emissions (including network losses). Long term targets associated with this scope, assume AEMO step change scenario and ambition to be Net Zero by 2040 (scope 1,2,3). FY25 performance resulted in higher emissions due to the increase in network loss emissions compared to FY24. This increase was primarily due to excess solar energy moving through the network from the increased uptake of rooftop solar compared to FY24.

9. Net habitat gain aims to compensate for vegetation management and land clearing activities of the business, restoring or protecting more habitat than removed.

10. FY25 performance pending third party verification and is subject to change post release of this report.

11. Average duration of minutes interrupted per customer. FY22 reflects outages from numerous flooding events being excluded or partially excluded. FY25 excluded 7 major event days from this result but not from customers felt experience.

12. Electricity and Water Ombudsman NSW (EWON) provides independent and free customer advice. FY25 result highlights cost of living pressures and escalated customer complaints about planned outages, poor reliability, smart meter and tariff confusion and less tolerance for poor customer experience.

Energy Charter Principles: Completed, in progress and future actions

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

Our customers depend on a highly motivated, capable workforce to help them navigate a complex energy transition. Our goal is to equip our people with the skills and supportive culture needed to deliver the right customer outcomes now and for future generations. This means building high levels of engagement and trust so that innovation and customer centric thinking are the way we work. Our focus has been to embed authentic engagement and innovation into our DNA and build deeper connections with our richly diverse communities. We amplify the impact of this culture through external collaboration with industry peers and partners.

Completed

- Customer insights gathered through our expansive engagement initiatives helped shape our Network Business Plan. This details how we will deliver our Decarbonising the Grid Strategy by 2035. Delivery of both continues to be a business-wide priority.
- New customer satisfaction targets are holding us to account for improved planned outage times, with incentives for achieved targets and penalties for missing them. We fell short of our target of 7.2, scoring 6.8, largely due to the disruptive effect of protected industrial action on cancelled planned outages. Customers large and small were often the innocent parties in this dispute. We worked hard to minimise the unintended costs to them by stepping up our engagement with key groups.
- We achieved an annual customer reputation score of 69.2 and a stakeholder reputation score of 88.5, just shy of the 'excellent' threshold, with exceptional ratings from industry partners (97.0) and customer advocates (96.4), again indicating that when people interact with us, scores are significantly higher. This is a consistent trend and reinforced with FY23 customer panel evaluations.
- We helped to unlock new housing once PIA ended and received NSW Government recognition as the top performing NSW entity for meeting deadlines on housing development approvals and new electrical connections over the 6 months to May 2024.

In progress

- We will support customers with access to cheaper and greener energy by expanding innovative programs such as Flexible Exports, Electrify 2515, community batteries and grid automation.
- Our customers need capable and committed employees who are motivated to deliver leading customer experience. FY25 featured work to reset people programs with a strong focus on leadership fundamentals, performance and accountability after an end to industrial action and an employee engagement survey where 76% of our people took part and rated an engagement score of 56%. We value employee feedback and will act on key insights.
- To help deliver better customer outcomes based on direct customer feedback, we will continue to implement our ten-year strategy to decarbonise the grid and track progress against agreed targets.
- We continue to train leaders in innovation and customer centred design, with 47 'innovation gurus' working to instil better customer experience across the business.
- We are advocating for bold cross-sector collaboration to fast-track the energy transition and the delivery of urban renewable energy zones, partnering with the Committee for Sydney, Ausgrid, Arup and Arcadis on ambitious plans for a Sydney Renewable Energy Zone. This plan calls for rooftop solar to be mandated across the city, delivering up to 75% of Sydney's annual energy needs via low cost, renewable energy.

The future – goals to FY26 and FY30

- Achieve a customer reputation score of 70% for FY26.
- Achieve a Customer Satisfaction Score of 7.4 for FY26 and 9.0 by FY30, which demands transformation of customer service systems and processes.
- Rebuild trust with our people, customers and developers once the enterprise agreement is finally settled.

Principle 2 – We will improve energy affordability for customers

Our focus has always been to run our business as efficiently as possible which means our portion of an electricity bill is 27%. Endeavour Energy's residential and small business customers directly benefit from network unit costs that are among the lowest in the National Electricity Market (NEM) driven by our efficient operating and capital productivity improvements. Benchmarking by the Australian Energy Regulator (AER) identified that Endeavour Energy remains the most efficient distribution network in NSW and fourth most efficient in the NEM.

Completed

- We fulfilled our commitment to our 2023 Customer Panel to help customers better understand their bills and their energy usage through tailored tariff and smart meter communication campaigns built on extensive customer and retailer feedback. See our fact sheets [Our role in your energy costs](#).
- To set the foundation for flexible exports, we enhanced the Endeavour Energy connections portal in February 2025 to create a unified experience for all connection application services, now adopted by NSW DCCEEW as the industry standard.
- We continued our fourth year of support for 'Voices for Power', an energy literacy 'train the trainer' support program, in partnership with EnergyAustralia and Jemena. This program targets Culturally and Linguistically Diverse (CALD) communities, delivered in language and in the community. This program trained 1400 people in 20 CALD communities across our region in FY25. We estimate that this program has reached around 30,000 customers across 13 local government areas since its inception. The model has also been shared with other Energy Charter signatories across Australia.

In progress

- Our primary focus in FY25 was to strongly advocate for a least cost energy transition by harnessing and coordinating existing and future customer energy resources and better grid utilisation across our area. Energy affordability and the shift to net zero are the two primary drivers for this.

- We worked with interested parties to identify possible test sites for urban or distribution renewable energy zones, where we could unlock three to four gigawatts of renewable energy capacity that could be connected to high or medium voltage levels across our network by 2030, without major investments in network augmentation.
- In May 2024, we signed a memorandum of understanding with Energy Co to explore an Illawarra based Urban Renewable Energy Zone (REZ) which might combine generation, storage and smart network tools to deliver faster, fairer and lower-cost energy for all customers.
- This REZ gives renewed attention to the integration of consumer energy resources, such as rooftop solar systems and home batteries, as well as community-scale batteries and utilisation of spare government land and commercial roof space. This will minimise the impact on surrounding communities and the environment by repurposing existing infrastructure as much as possible.
- To help make energy more affordable, we are trialling three tariffs. These include the "Off Peak+" tariff, which enables flexible control of residential electric hot water systems via smart meters, and two "Local Use of System" tariffs tailored for community battery customers—one for residential and one for small business users. We are partnering with Origin and EnergyAustralia to roll out these tariffs in FY26.
- Customers will be better able to manage their energy use and costs with the roll out of smart meters across the network but first they need to trust the technology. We acted on this need and crafted fact sheets, developed with customers for customers, and led the development of an industry wide Smart Energy Code.

The future – goals to FY30

- To create value for customers, we will continue our advocacy to maximise grid utilisation and limit the cost of the energy transition for customers by focusing on measurable improvements in efficiency, productivity, innovation and customer engagement.
- We will also strengthen customer participation in the energy transition, by stepping up awareness of smart meters, solar, batteries, tariffs, and rebates.
- We want to encourage a rethink about electricity bills to a reduction to customers' total energy bills, given the 'electrification of everything.'

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

Sustainable and reliable electricity delivered safely, is critical to the prosperity of the 2.8 million Australians that we keep connected. We're evolving towards distributed clean-energy services, to power a brighter future - for the planet, our people and our communities.

Completed

- Our sustainability-linked loan met all sustainability performance targets for the fourth consecutive year. We more than doubled our commitment to sustainable financing, having nearly AUD 2 billion dollars in sustainability-linked loans.
- We achieved our net habitat gain target, creating more habitat than we removed through vegetation management, with a net habitat gain of 0.58 hectares. Initiatives to restore habitat included collaborations with LandCare groups and engagement with Aboriginal organisations.
- We reduced our environmental impact across business sites and have completed three years with all our facilities utilising green power to reduce Scope 2 emissions. In FY25 we installed 2,300 kilowatts of solar across 19 sites, reduced electricity purchased from the grid by 45%, installed LED lighting and hot water equipment and are using off grid battery systems in remote locations.
- We diverted 92% of our operational waste from landfill, exceeding our FY25 target of 90%.
- We uplifted our sustainability strategy and strengthened our transparency through disclosures, using double materiality and in reference to the Global Reporting Initiative, as outlined in our 2024 Sustainability Report.
- We protected customers from electrical danger through our Public Safety Plan. In FY25, 587 primary schools took part in Electricity Safety Week, representing a 97% uptake of the program.
- We continued to improve public safety at high-risk construction sites, partnering with SafeWork NSW and other regulators and delivered over 130 face to face engagement sessions for 2000+ workers.
- We actioned customers' stated preference to make the network more resilient in face of climate change through an award-winning asset management plan that utilises climate data modelling and customer engagement to account for investments and new technologies to address extreme weather.

- We helped keep electricity costs down by expanding use of 'self healing' network technology. We reduced the outage impact by 51% across 215 unplanned outages by rapidly restoring power to a proportion of impacted customers. This has improved reliability and customer experience across 30% of the high voltage network, which equates to over 300,000 customers.

In progress

- We are increasing industry partnerships driving long term systematic safety improvement and driving public safety awareness activities.
- Improved network and community resilience programs are underway to address heat, bushfires and floods in collaboration with business groups and councils.
- Areas regenerated are now so well established with native vegetation that it will be used by local councils to harvest seeds to utilise in other regeneration areas. In FY25, Endeavour Energy continued to revegetate its own sites, as well as expanding habitat restoration partnerships.

The future – goals to FY40*

- By 2026
 - Reduce scope 1 and scope 2 emissions (excluding line losses) by 25% from FY21 baseline.
 - Divert 92.5% of waste from landfill.
 - Maintain Nature Positive in operations by achieving 0.2 ha in net habitat gained.
 - Reduce the average length of time customers are without power during an outage to 79 minutes.
 - Improve the number of public safety shocks by 5% to 79.
- By 2030
 - 40% emission reduction (scope 1 and 2, excluding line losses).
 - Fully integrated life cycle principles through Sustainability by Design.
 - 100% direct suppliers (tier 1) engaged to provide sustainability data and reporting.
 - Achieve zero operational waste to landfill.
 - Become nature positive in operations and construction.
- By 2040
 - Net Zero by 2040 (scope 1, 2, and 3).
 - 100% of new fleet to be zero emissions.

* Emissions reduction targets follow a **40% by 2030** trajectory aligned to science-based targets using a FY21 baseline. In each year since FY21, the actual performance has been below target however at variable deltas. This is due to operational realities such as: asset management (SF6 leakage); electrification of fleet supply chain constraints and contractor fuel usage. The targets reflect long-term ambition balanced against market constraints and implementation feasibility.

Principle 4 – We will improve the customer experience

Our 1.2million customers rely on us to power their lives, 24-hours-a-day. We are relentlessly focused on exceptional customer experience, with an ambition to continuously improve value, drive efficiency and keep prices low. To achieve this, we co-designed our investment plans with 2000 customers and stakeholders, are making prudent investments in innovation, new technology, world leading AI and other smarts to modernise the energy grid and ensure we meet our customers' long-term interests. It's how we're serving our customers' needs today and helping them make better choices for tomorrow.

Completed

- Customers voices remain at the forefront of our plans after we embedded learnings from our highly successful regulatory engagement program through our enterprise-wide, business-as-usual engagement program.
- We've been recognised by our largest shareholder, NSW Government as the top performing NSW entity for meeting deadlines on housing development approvals and new electrical connections over the past six months.
- Deployed the largest community battery program in NSW last year, with 86 batteries providing customers in 33 suburbs access to cheaper and greener energy.
- Supported NSW's first community electrification project, an innovative pilot to electrify an entire suburb on NSW South Coast in partnership with industry and community.
- Helped customers double solar exports and reduce electricity bills through our flexible exports trial.
- We now deliver better customer service via our new AI-assisted knowledge base used by our contact centre staff.
- Improved service to commercial and industrial customers to maintain business continuity and activate contingency plans through real-time updates for planned and unplanned outages with a customer satisfaction score of 8.7 from trial participants.
- We know developers and accredited service providers were badly affected by the Electrical Trades Union protected industrial action (PIA). We successfully navigated PIA impacts for the industry with tailored stakeholder engagement, escalation management and post-PIA customer prioritisation. It saw the customer satisfaction score for our Customer Network Solutions team recover from 5.2 in June 2024 to 9.3 in Feb 2025..

In progress

- Better digital customer communication across diverse customer segments will be delivered via Endeavour Energy's new website, shaped by more than 100 diverse customer voices.
- We are helping customers understand what smart meters do and have acted on extensive customer and stakeholder feedback. Our Legacy Meter Retirement Plan, submitted to the AER, ahead of the compulsory rollout of smart meters from December 2025 prioritises customer education, engagement and support to ensure a smooth transition.
- We have prioritised building strong relationships with retailers, metering coordinators and metering partners.
- We are delivering a better customer experience for connecting customers by digitising the process and enhancing the website to improve accessibility and support self-service.
- Streamlining internal processes and customer experience to better meet evolving customer expectations for the adoption of future energy services.
- We are turning insights from more than 12,000 responses to our Voice of Customer surveys into action with initiatives around innovation and customer relationship management and tailored guidance on emerging energy technologies for our large customers.
- We are helping our people better serve our customers by building our customer capability curriculum and have trialled this with our front-line field staff.
- Exploring new ways to improve customer experience with leading technology through Australia's largest climate startup accelerator, Energy Lab.
- Commercial customers will receive better outage notifications after a successful pilot of automated updates with targeted commercial customers will roll out to all commercial customers in FY26.

The future – goals to FY26

- Complete the first phase of our long-term customer transformation program, designed to establish a scalable and AI-enabled service model built for the future.
- At the centre of this build is the formation of a dedicated frontline function designed to support customers through the energy transition with clarity, confidence and consistency. Initially this team will support Flexible Exports and then expand to include smart metering, community batteries and embedded energy solutions.

Principle 5 – We will support customers facing vulnerable circumstances

Helping customers through difficult times is deeply embedded in Endeavour Energy's DNA. We have a dedicated support team who offer tailored solutions to help vulnerable customers to stay connected to power, and to guide them to access practical support beyond Endeavour Energy. Customers in vulnerable circumstances also benefit from workers trained in empathy and in recognising early signals of distress and vulnerability.

Completed

- Almost 5,000 customers avoided disconnection for non-payment following a visit from our teams in FY25, a 59% increase compared to FY24. This increase shows the growing number of customers struggling to pay their bill following numerous retailer contacts
- Our Knock to Stay Connected framework saw 2,534 (or 58.7%) avoided disconnections in FY 2024 from a total of 4,319 facing disconnection for non payment, growing to 4,920 from 7,539 facing disconnection in FY25.
- We made a positive difference and helped improve social licence in our communities through our employee volunteering program with 584 employees taking part in 55 community events, with 22 charities and not for profits supported by our volunteers.
- 11 worthy community groups from education, health and wellbeing, the environment and social welfare sectors received a community grant totalling up to \$10,000 per group.
- Life Support customers' interests were promoted with improved training, systems and processes. Unfortunately, we self reported 35 life support breaches to our regulator in FY25, up from 5 in FY24. The breaches were due to system errors failing to send registration packs for 24 Life Support customers. Of note, no breaches were due to human error. We commissioned an external audit of the system and met with the AER to account for our actions to address breaches. Work continues to improve performance to reach our target of 0 in FY26.
- To give more targeted support to Life Support customers, we supported a rule change in partnership with Essential Energy and South Australia Power Networks which is now open for consultation by the Australian Energy Market Operator.

In progress

- We will improve communication and experience on planned and unplanned outages, to better prepare and endure power outages through:
 - "Have a Power Plan" campaign assets to be distributed via Councils and MPs and our own social channels.
 - Wellness check messages sent to Life Support customers during large-scale weather events, linking them to further information.
- Continue active lead participants and supporters of Energy Charter #Better Together initiatives including Life Support, Resilience and Smart Meter Customer Code development.
- We will improve accessibility and equity by delivering our new social program framework including communicating in different languages.
- To help customers experiencing hardship, we will continue to improve our escalation process, life support registrations and service guarantees by improving our case management system. Customer benefits will include faster resolution times, payments and a clear record of next steps. In FY25, significant effort was invested in technology and knowledge sharing across the business to support the smooth onboarding and relationship management of customers that require electricity for medical devices.
- This also included an introduction of: Life Support secondary contacts so that life support customers can opt to have a carer or loved one added to records to allow for further notification during the medical confirmation process as well as outages in future.
- We contributed funding to the Financial Counsellors Association as part of an industry fund to support the big demand for financial counselling.

The future – goals to FY26

- No life support breaches
- Promote 'Save on your bill campaign' on 100% of customer calls referencing high bills.
- To better intervene at the early stages of hardship to assist customers in avoiding disconnection, we will measure CSAT (Customer Satisfaction) of our digital toolkit that will be the evolution of our current Support and Resources page. This will include:
 - Support for CALD customers to ensure inclusive communication and community support
 - How-to-guides on engaging with existing programs
 - Booking tools or referral pathways for customers needing personalised assistance.
 - Assets for initiatives like "Save on Your Bill" and "Knock to stay connected."
 - We will also strive to promote "Save on your Bill" campaign to 100% of customer calls referencing high bills.

Appendix

2025/26 Maturity Assessment

We self assess our maturity against each of the five Energy Charter principles using a set of agreed criteria using a [maturity model](#) developed by Energy Charter signatories in consultation with a group of national consumer advocates. Our Board, Customer Steering Committee, subject matter experts and our Peak Customer and Stakeholder Committee help guide our assessments each year.

We continued to prioritise customers' preferences to deliver the energy transition at least cost, not any cost. PCSC members have previously counselled Endeavour Energy to focus efforts on practical improvements, with a sharp eye on costs we can control. While our ambition is to lead the industry, our experience has shown that movement through the model requires sustained performance over time and improvements become incremental. Justification for the ratings are shown in the first column.

	Elementary	Emerging	Evolved	Empowered	Exceeding
Principle 1 – We will put customers at the centre of our business and the energy system					
Demonstrable customer- centred culture across the business, ambitious targets, and Board/CEO engage regularly with customers			FY21	FY22-FY23	FY24-FY26
Principle 2 – We will improve energy affordability for customers					
Investment decisions optimised for customer benefit; effective collaboration with advocates			FY21	FY22-FY23	FY24-FY26
Principle 3 – We will provide energy safely, sustainably and reliably					
3.1 Safety performance – managers accountable for embedding a safety culture			FY21	FY22-FY23	FY24-FY26
3.2 Environmental performance is benchmarked, publicly reported and drives decisions				FY21	FY22-FY26
3.3 Shift to a cleaner energy system – focus on customer benefits and innovation driven by research and development				FY21	FY22-FY26
3.4 Connection, service and reliability – customer feedback directly shapes solutions			FY21	FY22- FY24	FY25-FY26
Principle 4 – We will improve the customer experience					
4.1 Fair, inclusive outcomes for customers		FY21	FY22	FY23	FY24-FY26
4.2 and 4.3 Clear customer communications		FY21	FY22	FY23 & FY25	FY24 & FY26
4.4 Handling complaints – insightful data use		FY21	FY22	FY23-FY25	
Principle 5 – We will support customers facing vulnerable circumstances					
Early identification of at risk customers and partnering with agencies to improve outcomes.			FY21-FY23	FY24	FY25-FY26

Education campaign empowers customers to save on their energy bill

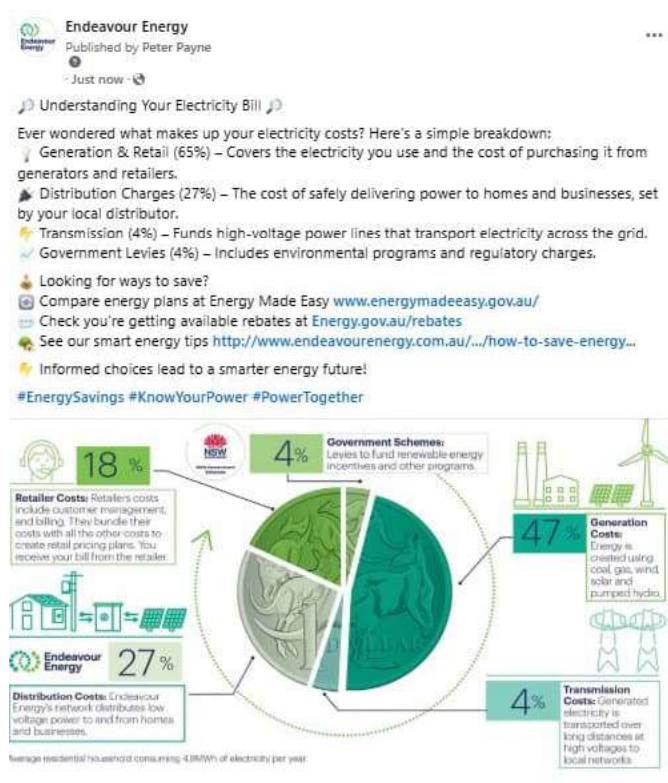
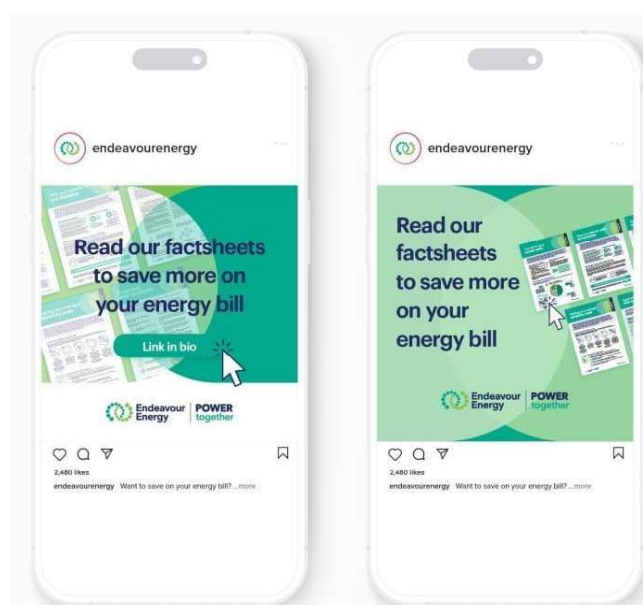
Over 2.6 million customers expected to be reached

Endeavour Energy is supporting our customers to save more on their energy bills through a comprehensive education campaign. With a focus on demystifying energy pricing, tariffs and energy efficiency, the campaign aims to increase understanding of five key topics:

1. Your bill explained.
2. The energy supply system.
3. Top 5 tips to help save costs.
4. Smart meters – what they are, how you will benefit.
5. Energy efficiency tips and tricks.

The campaign which launched in June 2025 incorporates a range of channels to reach different segments of our customer base including:

- A digital hub on the Endeavour Energy website as a go-to for all information.
- A council & MP communication toolkit including fact sheets, co-branded digital assets and downloadable templates.
- Community advocacy and partnerships through existing partners and other services such as Ethnic Communities' Council NSW and SydWest Multicultural Services and our Voices for Power program.
- Social media content.
- Fast facts with infographics and easy to understand explainers.
- Videos in language told through our people and via community members.



Solar Citizens partnership supports CALD customers

Power Outage Plan campaign builds resilience



Endeavour Energy's ongoing partnership with Solar Citizens delivers solar and energy education sessions in our Culturally and Linguistically Diverse communities.

The community workshops provide advice on:

- How to get started with solar energy and batteries.
- Tariffs, rebates and virtual power plants.
- Tailored energy savings estimates.

In partnership with the Energy Charter and signatories, we've worked with lived-experience customers to develop an overarching outage campaign.

The campaign is now live and includes a microsite with recommendations and downloadable templates.

The lived experience panels have included:

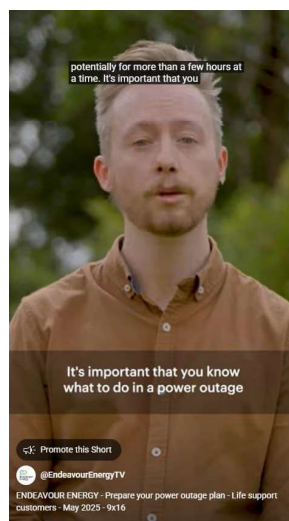
- Life Support customers (including varying ages, demographics, CALD and vulnerable)
- People impacted by floods, storms, fire (varying ages, demographics, CALD, vulnerable)

Endeavour Energy is driving communications and engagement through:

- Social media campaign including static posts and video
- Tailored material targeting Life Support customers
- Tailored messaging and videos in English and language focused on issues we know are prevalent in our area i.e. operating a garage door in a power outage.
- Videos delivered by our community partners (Wisemans RFS, Menangle Community Association, Solar Citizens etc) amplifying the messaging and connecting it to real life events.
- Council and MP program – sharing assets and resources to help extend reach into communities
- Community event activation at Endeavour Energy's Easter Show stand Electrify Everything Community Day.

Images Above: Endeavour Energy is partnering with Solar Citizens to deliver education in CALD communities.

Images Right: Endeavour Energy has delivered a comprehensive communication campaign to support customers in creating their Power Outage Plan.



Award winning people and projects

Our people and our projects have been recognised throughout FY25 for innovation, customer service, leadership, safety and diversity across 22 competitive awards, including:

- **Winner of the 2024 Energy Networks Consumer Engagement Award** for co-designing NSW's first community microgrid at Bawley Point.
- **Winner of the Australian Financial Review's Customer Champion Award (Established B2C)** for delivering outstanding customer value and experiences.
- **Winner of the Australia Financial Review's Energy Award for Customer Experience**
- Runner up in the **Australian Financial Review's Energy Awards Community Engagement Award** for co-designing NSW's first community micro-grid.
- Finalist in **Australian Financial Review's inaugural AI awards**.
- Winner of the Asset Management Council with the **Excellence in Resilient Asset Management Award** for our innovative FLISR (Fault Location, Isolation, and Service Restoration) solution.
- Awarded **2024 Macquarie Asset Management Award for Safety**.
- Our CEO, Guy Chalkley, received the **Australian HR Institute CEO Diversity, Equity and Inclusion Champion of the Year Award** December 2024.
- We also won the **Australian HR Institute best Organisational Change and Development Strategy Award** (Dec 2024) for our work on lifting our culture to reflect our brand and enable our strategy.
- Our Powering Community grants program was **highly commended in the Best Grants Program** category by the Australian Workplace Giving Awards in 2024.

Powering Communities Grants Program 2024

Building resilience, empowering change

Endeavour Energy's 2025 Powering Communities Grants Program has delivered transformative outcomes across Greater Western Sydney, Central West NSW, the Blue Mountains, Illawarra, and the South Coast. With over 250 applications received, the program awarded \$119,402 in funding to 11 standout initiatives that exemplify community resilience, inclusivity, and innovation

Among the recipients, Autism Spectrum Australia (Aspect) and Cooerwull Public School received grants to **enhance STEM education** for children on the autism spectrum and regional students, respectively. These projects ensure equitable access to learning and foster future-ready skills.

In **disaster resilience**, the Wisemans Ferry Rural Fire Service and Menangle Community Association were funded to install Starlink kits and emergency kiosks, enabling vital communication during natural disasters. These upgrades directly support fire-impacted communities and improve preparedness.

Sustainability efforts were bolstered by the Hazelbrook-Lawson Girl Guides, who installed battery storage to complement existing solar infrastructure, transforming their centre into a safe haven during outages.

Energy literacy was advanced through workshops by Solar Citizens, delivered in Mandarin to reach CALD communities. These sessions demystified renewable energy, rebates, and clean transport, with materials designed for ongoing use. See page 18 for more information on these sessions.

The program's impact is far-reaching. Over 20,000 people were directly supported, with hundreds of thousands indirectly benefiting from initiatives that address rising living costs, health challenges, and educational gaps

Endeavour Energy's embedded engagement model, co-designed with communities and stakeholders, has strengthened its social licence and set a benchmark for industry-wide collaboration. These grants demonstrate the power of local initiatives to create lasting change.

Driving infrastructure delivery

Powering new communities

Endeavour Energy is reshaping the electricity network to meet the needs of growing communities, delivering critical infrastructure across Western Sydney, the Illawarra, and the Southern Highlands. These projects are enabling the rollout of new suburbs, supporting major transport systems, and providing the foundation for long-term economic development for our customers.

In Sydney's north-west, the Box Hill Zone Substation, completed in February 2024, will supply reliable electricity to more than 4,000 new homes and the first stages of a new town centre. Part of the North-West Growth Area, Box Hill will ultimately support over 9,600 homes, schools, parks, and local jobs. The substation has been built with future growth in mind, with capacity for extra transformers and feeders as demand increases.

Further west, Endeavour Energy delivered critical energy infrastructure to support the development of the Western Sydney International Airport and the surrounding Aerotropolis precinct – an area that will eventually accommodate 100,000 residents and thousands of jobs. This work included:

- July 2024 - 30 km of underground 132 kV transmission feeders completed, forming a secure, high-capacity backbone. The feeders are designed with future proofing, including capacity to support expansion zones and high demand facilities like transport hubs and data centres.
- December 2024 - Commissioning the new Aerotropolis transmission network to power the new Sydney Metro rail network via three new 132kV feeders and the new Orchard Hills 132 kV Switching Station. This infrastructure was specifically built to support the new Sydney Metro – Western Sydney Airport rail line, ensuring a steady power supply for trains, stations and tunnels. Advanced systems have also been included to monitor energy use and adjust supply as the Aerotropolis continues to grow.

- December 2024 – To support the rapid transformation of Western Sydney into a major economic and residential hub, we delivered a state-of-the-art 120 MVA substation tailored to meet the long-term energy demands of the Western Sydney International Airport and the surrounding Aerotropolis precinct, expected to accommodate more than 100,000 future residents.

Construction has continued during FY24-25 on the new Bradfield North Zone Substation with planned commissioning in December 2025. Once completed the substation will provide high voltage infrastructure to the future north Bradfield City residential, commercial and industrial precinct.

In the Illawarra, Endeavour Energy responded to rapid residential growth with the deployment of a mobile substation in Calderwood, energised in 2025. This interim solution provides immediate high-voltage supply for homes and businesses while a permanent substation is planned.

Beyond physical infrastructure, Endeavour Energy is advancing grid intelligence with the rollout of low-voltage monitoring.

Smart devices installed on pole-top transformers are improving outage detection, accelerating response times, and supporting grid integration of rooftop solar. The goal: equip one in three transformers with smart monitoring by 2030.

Together, these initiatives are connecting new communities faster, supporting critical infrastructure, and future-proofing the network to meet the demands of a changing energy landscape.

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