

# Energy Charter Disclosure Report 2020



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## Who we are

CS Energy is a proudly Queensland-owned and based energy company that provides power to some of our state's biggest industries and employers. We employ more than 550 people who live and work in the Queensland communities where we operate.

## Our values

Our values define how we work. They form the foundation of a high performing culture that we're building at CS Energy. By living our values every day, we are creating a culture that fosters respect for people and celebrates the unique skills and qualities of all. In turn, we will create an environment that encourages creativity, innovation, and opportunities for tomorrow.

**Be safe   Act with integrity   Take accountability   Make a difference**

## About this report

This report covers CS Energy's Energy Charter disclosures for the financial year ended 30 June 2020 (FY2020).

# CEO's message



We have either **delivered on or made progress** against all the 'areas of improvement' we identified in our 2019 Disclosure Report

**Over the past year, CS Energy has taken significant steps towards becoming a more customer-focussed business.**

We have doubled our number of commercial and industrial retail customers, grown the customer base of our joint venture with Alinta Energy, entered into renewable off-take agreements, helped fund a hydrogen technology trial, and provided innovative energy solutions such as electric vehicle charging stations.

We have either delivered on or made progress against all the 'areas of improvement' we identified in our 2019 *Disclosure Report* which includes completing our first independent survey to understand what customers and energy brokers want from an electricity retailer. The survey told us that we offer competitive electricity pricing and our retail team is held in high regard for its customer service. Pleasingly, CS Energy's overall performance was rated at 8.23 out of 10, against an average of 6.17 for adjacent industries.

But the survey results told us that we have work to do to improve our billing and information systems to provide customers with the information they need in the format that they want. Improving the functionality of our Customer Portal will be a key focus area in the year ahead.

There are other areas where we know we can improve. Developing a workplace culture that puts the customer at the centre remains a work in progress. A large proportion of our employees work on electricity generation sites and have little interaction with customers. Their contribution to meeting our Energy Charter commitments is in the areas of power station reliability, safety and environmental performance. Our challenge as a business is to bring to life for our people the connection between our operational and customer facing activities.

In a year defined by COVID-19, CS Energy's response focused on keeping our people and communities safe, supporting our customers and maintaining a reliable supply of electricity to the grid. We also identified that we had an important role to play in supporting our communities during this period. We shortened payment terms for suppliers who are small

to medium businesses, guaranteed wages for our casual contractors if they caught COVID-19 or had to self-isolate and offered rent relief to our tenants on the Western Downs. Unfortunately, the pandemic is far from over and for some customers its effects will continue to be felt well into the future. CS Energy will continue to provide assistance wherever possible.

On 18 June 2020, law firm Piper Alderman announced that it was representing group members in a proposed class action proceeding against CS Energy related to the price of electricity. We are extremely disappointed by these allegations. We are particularly concerned on behalf of consumers about some of the promises being made to vulnerable families in what has been a tough year for many.

No formal notification has been received by Piper Alderman. Our number one priority, as always, is to safely deliver reliable and competitively-priced electricity to power our economy. We will continue to provide jobs and opportunities that support Queensland families and businesses and will defend any action brought against us.

Our 2020 Disclosure Report shows that CS Energy is in the early stages of our strategy to become a diversified energy company, which is reflected in our self-assessment of 'emerging' under the Maturity Framework for most of the five principles. We have made significant progress, but we still have a long way to go.

We are encouraging our customers and stakeholders to provide us with their feedback via email at [energyinfo@csenergy.com.au](mailto:energyinfo@csenergy.com.au).

**Andrew Bills**  
Chief Executive Officer

# Our customers and communities

## Our customers

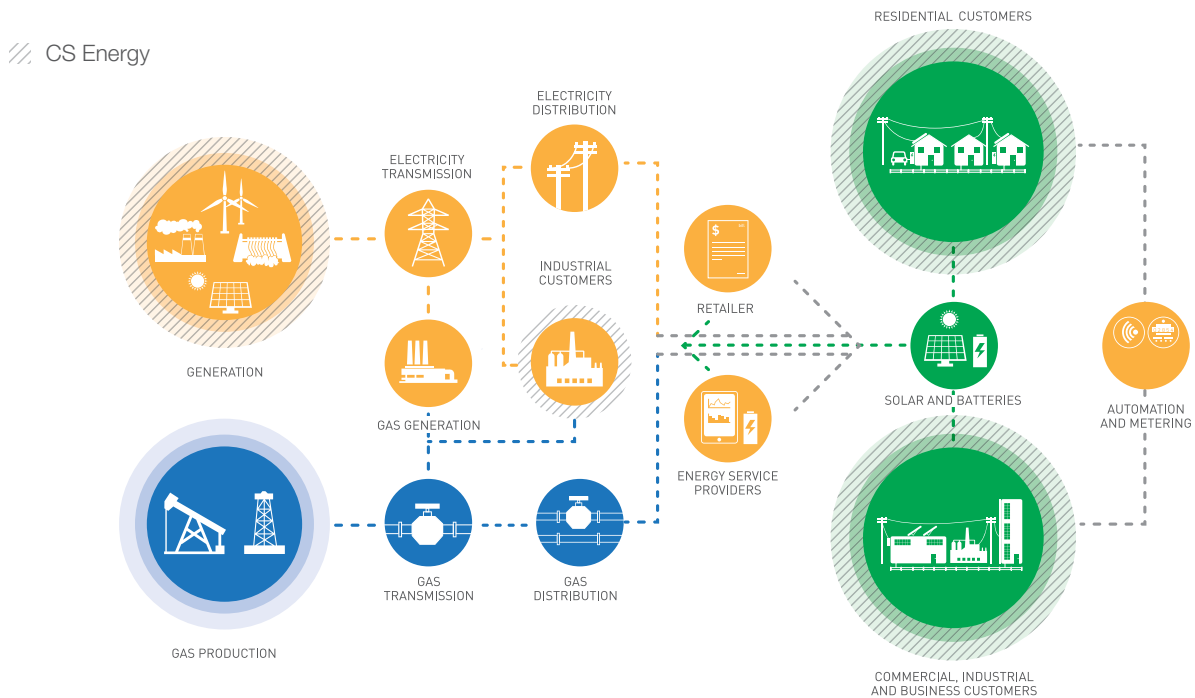
- Large commercial and industrial businesses to whom we retail electricity. This includes mines, ports and, through our whole-of-government contract, Queensland Government agencies and departments. Our dedicated Retail Business Team has significant energy market expertise and works directly with our customers to provide bespoke energy solutions.
- Large businesses, such as energy retailers, financial and education institutions and manufacturing businesses that seek to manage their exposure to price volatility in the spot market through the use of financial derivatives. This allows them to lock in a firm price for electricity at a given time in the future. The products CS Energy offers can range from short to long term coverage and be tailored to meet a customer's specific needs.
- Households and small business which are supplied through our 50/50 retail joint venture with Alinta Energy in South East Queensland (SEQ). Our joint venture supplies electricity to more than 214,000 customers and is widely acknowledged as the market entrant that delivered significant retail competition and better price outcomes for consumers in SEQ. Under the agreement, CS Energy generates and supplies wholesale electricity, and Alinta Energy manages the retail business. We work closely with Alinta Energy to further grow the customer base through innovative products and services.

## Our communities

The majority of our employees live in the communities where we operate. We call Biloela, Chinchilla and Brisbane home, and we're committed to building lasting and positive relationships with key stakeholders in these communities.

- **Near neighbours** – We recognise that the impact of our operations on those people living near our power stations. We work with and listen to our neighbours to minimise the impact of our operations.
- **Wider community** – We recognise that our ability to generate electricity is dependent on the support of the communities that host our operations.
- **Community groups** – Community groups are the heart beat for many rural communities. We annually provide more than \$230,000 in sponsorship to not-for-profit organisations to deliver projects, initiatives or events that benefit our local communities.
- **Local industries** – Our power stations deliver significant financial benefits to our local economies. Where commercially viable, we always look to procure goods and service from local businesses which delivers direct and indirect economic benefits to the local economy.

## CS Energy in Australia's energy supply chain

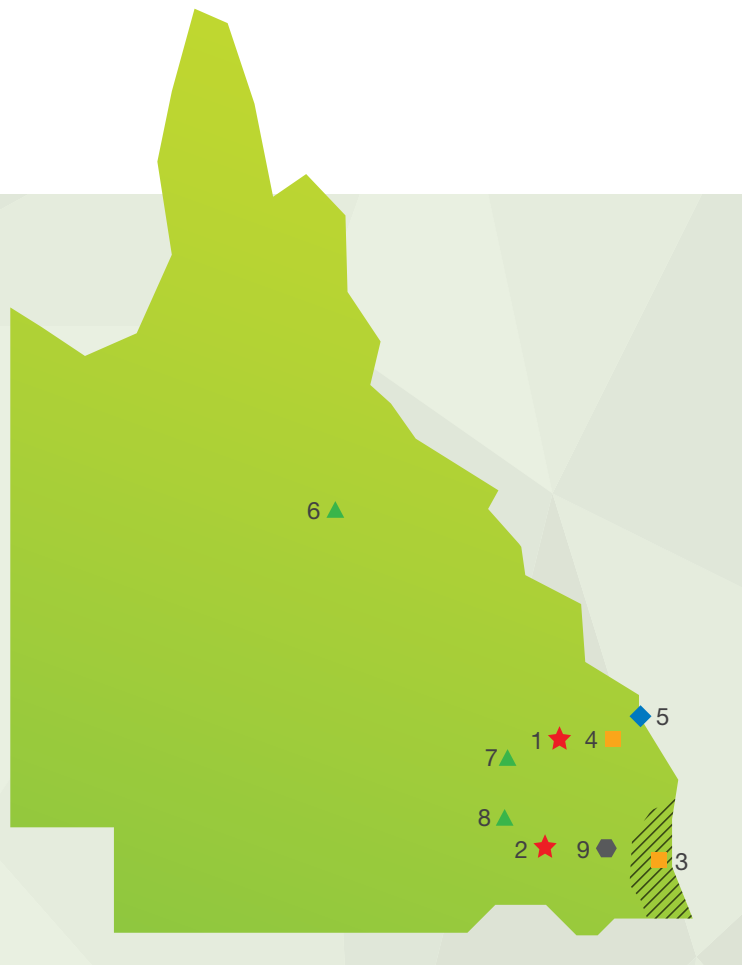


In Australia's energy supply chain, CS Energy generates electricity and has customers in the large commercial and industrial sectors and a joint venture with Alinta Energy to supply residential customers.

# Our portfolio

**CS Energy generates reliable and competitively priced electricity. We generate and sell electricity in the National Electricity Market where we have a trading portfolio of more than 3,500 megawatts (MW).**

- ★ Power generation
- Operations and maintenance
- ◆ Trading rights
- ▲ Renewable offtakes/  
Power Purchase Agreements
- ▨ Alinta Energy 50/50 retail joint venture
- Large commercial and industrial retail energy
- Coal assets



We operate the Kogan Creek and Callide power stations, and trade electricity generated by the Gladstone Power Station, in excess of the requirements of the Boyne Island aluminium smelter. We provide operations and maintenance services to the Callide C Power Station joint venture and CleanCo's Wivenhoe Power Station.

We're diversifying beyond our traditional business of thermal power generation into other parts of the energy value chain. We have renewable energy offtake arrangements with the Kennedy Energy Park, Moura Solar Farm and Columboola Solar Farm.

We provide retail services to large commercial and industrial customers throughout Queensland and have a 50/50 joint venture with Alinta Energy to supply electricity to residential and small business customers in South East Queensland.

We own the Kogan Creek Mine, which supplies coal to the Kogan Creek Power Station, and the undeveloped Glen Wilga and Haystack Road coal resources near Chinchilla.

## Power generation

- 1 **Callide Power Station** (Thermal – 1,525 MW)  
1,525 MW = 700 MW Callide B Power Station + 825 MW Callide C Power Station.  
CS Energy owns the Callide C Power Station in a 50/50 joint venture with IG Power (Callide) Limited.
- 2 **Kogan Creek Power Station** (Thermal – 750 MW)

## Operations and maintenance

- 3 **Wivenhoe Power Station** (Hydroelectric – 570 MW)  
Until mid-FY2021.
- 4 **Callide C Power Station**

## Trading rights

- 5 **Gladstone Power Station** (Thermal – 1,680 MW)

## Renewable offtakes/Power Purchase Agreements

- 6 **Kennedy Energy Park** (Wind, solar, battery storage – 60 MW)
- 7 **Moura Solar Farm** (Solar – 56 MW)
- 8 **Columboola Solar Farm** (Solar – 162 MW)

## Retail

**Alinta Energy 50/50 joint venture**  
**Large commercial and industrial**

- 9 **Coal assets**  
**Kogan Creek Mine** (ML 50074 – 130 Mt, MDL 335 – 400 Mt)  
**Glen Wilga** (MDL 382) *Undeveloped*  
**Haystack Road** (MDL 383) *Undeveloped*

# Summary of our self-assessed maturity level

Principle	2020 Maturity Framework self-assessment	Progress against 2019 areas for improvement	2020 customer highlights	2023 Maturity Framework target
<b>1 We will put customers at the centre of our business and the energy system</b>	<b>Emerging</b>	Transition our workplace culture to be more customer focused. <b>Ongoing</b>  Explore innovative and future energy opportunities and invest where commercially feasible. <b>Achieved and ongoing</b>	Achieved a 10 per cent improvement in our culture score.  Delivered innovative energy solutions such as installing electric vehicle charging stations and participating in a hydrogen project.  Doubled our retail customer numbers.	<b>Evolved</b>
<b>2 We will improve energy affordability for customers</b>	<b>Evolved</b>	Optimise our assets to respond to the rapidly changing energy market. <b>Ongoing</b>	Retail joint venture has improved affordability in the South East Queensland market.  Commercial and industrial customers are 'highly satisfied' with CS Energy's price offerings.	<b>Empowered</b>
<b>3 We will provide energy safely</b>	<b>Evolved</b>	Meet our safety performance indicators. <b>Achieved and ongoing</b>	Safest year on record.	<b>Empowered</b>
<b>We will provide energy sustainably</b>	<b>Emerging</b>	Meet our environmental performance indicators. <b>Achieved and ongoing</b>  Investigate renewable energy offtake opportunities, with a view to matching that generation with customer requirements. <b>Achieved and ongoing</b>	No major environmental incidents  Added more than 200 megawatts of renewable energy offtake arrangements to our portfolio.	<b>Evolved</b>
<b>We will provide energy reliably</b>	<b>Emerging</b>	Continue to optimise our assets to ensure they are commercially available in the future energy market. <b>Ongoing</b>	Successful low load power station trials as part of our preparations to flexibly meet future electricity demand conditions.	<b>Evolved</b>
<b>4 We will improve the customer experience</b>	<b>Emerging</b>	Undertake a survey of our commercial and industrial customers to understand what is important to them and their expectations of CS Energy. <b>Achieved</b>	Working with energy brokers and other retailers (through an Energy Charter #BetterTogether initiative) to develop a voluntary customer code to improve customer experiences and outcomes.	<b>Evolved</b>
<b>5 We will support customers facing vulnerable circumstances</b>	<b>Evolved</b>	Work with our joint venture partner in relation to vulnerable customers. <b>Ongoing</b>  Continue to engage with not-for-profits to support vulnerable people and groups through our sponsorship program and charitable donations. <b>Achieved and ongoing</b>	Strong response to COVID-19 for our customers, supply chain partners and community.  Increased funding under our Community Sponsorships Program.	<b>Empowered</b>

## Classification of maturity levels

	Elementary	Emerging	Evolved	Empowered	Exceeding
<b>Definitions/ characteristics of capability</b>	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

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

2020 Maturity level achieved: Emerging	2023 Maturity level target: Evolved
Highlights in FY2020	Areas to improve to achieve FY2023 target
<p>CS Energy's five-year strategy has a strong focus on customer outcomes.</p> <p>Achieved a culture target of 25 per cent, which represents an improvement of 10 per cent compared to the previous year.</p> <p>Completed first independent survey of our customers, prospective customers and energy brokers to gather views on what they want from an energy provider.</p>	<p>Grow our commercial and industrial retail market share and diversify energy product solutions by:</p> <ul style="list-style-type: none"> <li>Continuing to diversify into future energy.</li> <li>Selling adjacent products and product solutions to our retail customers, in addition to generation from our power stations. Product solutions include electric vehicle chargers, demand response products and renewable energy sleeved products.</li> </ul> <p>Continue to engage our employees to embed a customer-focussed culture.</p>

## A business strategy that delivers for our customers

- Our vision to be a *leading provider of diversified energy solutions* recognises that we must be customer focused, diversified, proactive and a leader in innovation.
- Substantial progress has been made in expanding CS Energy's customer base, increasing renewable offtakes and investing in future energy technology.
- CS Energy's Board-approved five-year strategy focuses on customer outcomes and includes clear targets to provide solutions for our growing retail customer base by bundling the sale of energy and expanding our energy products.
- This year, CS Energy engaged an independent firm to survey a selection of our customers, prospective customers and energy brokers to gather views on price, bills and invoicing, account management, innovation and partnership. The results of the survey will be used to ensure management is operationally accountable for embedding a 'customer at the centre' culture. Feedback from the survey revealed that customers want price competitive energy, excellent customer service and prompt problem resolution. Increasingly, customers are also looking to their retailers to provide a mix of sustainable (renewable) generation and other technology innovations. The results have established a baseline against which we will measure our progress in the future using regular customer surveys. Further information on the survey results is included under Principle 4.
- The Board has subsequently linked these measures to the remuneration and performance payments for senior executives to ensure the workforce is engaged and aligned to deliver positive customer outcomes.

## An emerging customer focused culture

- The Board actively oversees the evolution of the business' culture and recognises that a constructive culture and customer centricity are required to lead the change.
- CS Energy recorded a 10 per cent improvement in its constructive culture FY2020 employee survey. Our five-year strategy sets a 100 per cent improvement target.
- To further improve our constructive culture and ensure it is aligned with the survey result on what customers want from their energy provider, we will improve our systems and capability, and will continue to invest in innovation, adjacent products and services, (such as EV charging technology) and alternative forms of energy.
- In recognition of the impact of COVID-19 on the wider Queensland economy and in particular energy consumers, the CS Energy Executive Leadership Team at the early stages of the pandemic decided to voluntarily take a pay freeze and to not accept any performance incentive payment for FY2020.
- Although CS Energy has made significant progress on 2019's disclosure, it is recognised that we are at an early stage of our journey and it is clear that our status as a customer focused energy business is 'emerging' within the maturity framework of the Energy Charter.

# Principle 2 – We will improve energy affordability for customers

**2020 Maturity level achieved: Evolved**

**2023 Maturity level target: Empowered**

## Highlights in FY2020

CS Energy's joint venture with Alinta Energy continues to have the most satisfied customers in the SEQ market.

Commercial and industrial customers are highly satisfied with CS Energy's capability to offer strong and competitive prices.

## Areas to improve to achieve FY2023 target

Focus on extracting commercial and operational benefits from our Alliance with Downer for overhauls and asset maintenance.

Continue to work with Alinta Energy to explore options to expand the customer base and maintain competition in the SEQ market.

## Our joint venture with Alinta Energy

- CS Energy's joint venture with Alinta Energy continues to be recognised as the market entrant that delivered significant retail competition and better price outcomes for consumers in South East Queensland and has attracted more than 214,000 customers in just three years.
- Under the joint venture agreement, CS Energy provides wholesale electricity to the joint venture and Alinta Energy manages the retail business. CS Energy and Alinta Energy are looking for innovative ways to further grow the joint venture customer base.
- Over the past year, the joint venture has expanded its customer base by more than 20,000 and, for the third year in a row, Alinta Energy was awarded a 5-star award for the most satisfied customers in South East Queensland by Canstar Blue.
- Residents and small businesses within the SEQ market, regardless of their electricity retailer, are paying less for their electricity as a result of the increase in competition and the Australian Energy Market Commission is forecasting an annual seven per cent price decrease for the next three years.

## CS Energy's retail and wholesale offerings

- Our commercial and industrial customers, prospective customers and energy brokers told us through a recent survey that they are increasingly focused on energy costs.
- Customers view CS Energy positively on our ability to offer competitive electricity pricing.
- Our customers are protected from price volatility in the wholesale market through our ability to utilise our physical generation assets and trading capabilities to offer tailored solutions. A recent example includes a retail customer that also has its own generation facilities, utilising products that CS Energy can place in the market on its behalf to manage its period of exposure on the spot market.
- Energy retailers are provided with structured hedges by CS Energy that enable them to manage their load in accordance with the profile of their customer usage. These are typically known as load following hedges and they provide an effective risk management tool to enable retailers to compete in the market.

## Managing our costs

- Downer was appointed as our alliance partner in August 2019 to work collaboratively across our supply chain to carry out our overhaul and capital works program for five years at our power stations.
- Power stations are large, capital intensive assets that require regular overhauls to keep them operating safely and reliably.
- This contract is pivotal in securing the efficient and reliable operation of our power stations. Through the partnership, we will be able to deliver more cost-effective plant investments.



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

**2020 Maturity level achieved:**  
**Safe: Evolved**  
**Sustainable: Emerging**  
**Reliable: Emerging**

**2023 Maturity level target:**  
**Safe: Empowered**  
**Sustainable: Evolved**  
**Reliable: Evolved**

## Highlights in FY2020

Recorded our safest year on record.  
 No major environmental incidents at our operating sites.

## Areas to improve to achieve FY2023 target

Continue to improve our personal safety performance to achieve our FY2023 AIFR target of less than 24. Embed process safety into the business and report on our performance.

Improve the commercial availability and flexibility of our power stations to ensure we are available and generating when needed by the market.

Maintain our environmental performance, with no enforceable actions from the regulator.

Continue to diversify our portfolio through the addition of lower carbon energy.

## Safe energy

- In FY2020, we achieved our safest year on record, with an All Injury Frequency Rate (AIFR) of 24.2 against a target of less than 30. To put this achievement in context, CS Energy achieved an AIFR of 31.8 for the previous year which was at the time our lowest on record. The FY2020 result reflects many years of work to improve our safety culture through tailored initiatives and programs.

## Sustainable energy

- Our customers and communities increasingly expect energy to be generated more sustainably and want CS Energy to find innovative ways to reduce the environmental impact of our thermal assets.
- In FY2020 we did not receive any environmental enforceable actions from the regulator, however, we did record several compliance breaches. Although no environmental harm resulted from these incidents, this is an area that we have identified for future improvement.
- Our particulate and greenhouse gas emissions, which are monitored and reported on by the Clean Energy Regulator's National Greenhouse and Energy Reporting Scheme and the National Pollutant Inventory both recorded slight increases for the FY2019 reporting period. The increase in emissions were a result of increased generation (17,373 GWh compared to the previous year of 16,635 GWh) to meet increased demand for electricity. CS Energy's FY2020 emissions data is expected to be published on the websites of the Clean Energy Regulator and National Pollutant Inventory in the first half of calendar 2021 as part of their annual reporting cycles.
- CS Energy's FY2020 greenhouse gas emissions are relatively low compared to other thermal baseload generators as our portfolio includes two modern supercritical power stations – Kogan Creek and Callide C.
- Both of our super-critical power stations have low nitrogen oxide burners for limiting oxides of nitrogen and are fitted with modern fabric filter bag technology for capturing 99.9 per cent of the fly ash that we produce.

- We recently installed new continuous emissions monitoring system (CEMS) technology at Kogan Creek and Callide C to provide us with more accurate and reliable information about our emissions. The improved CEMS technology allows our operators to ensure that we remain within acceptable limits.
- At the same time, we have diversified beyond our thermal power generation by adding more than 200 megawatts of renewable energy offtake arrangements to our portfolio. This includes the Moura and Columboola solar farms. This renewable energy is being used to respond to the needs of large energy users by developing tailored solutions that met their needs in terms of energy usage, decarbonisation and energy management.
- We have partnered with Queensland University of Technology and others in an \$8.5 million research and development project to produce hydrogen from renewable energy in Brisbane. Hydrogen has the potential to be a clean energy fuel of the future and to help the market and customers in transitioning to a lower carbon energy future.

## Flexible and reliable energy

- In FY2020, we achieved an availability factor for our power stations of 75.6 per cent against a target of 78.3 per cent.
- We need to improve both our reliability and availability to be a commercially viable generator in the future energy market. Our thermal plant needs to be available and highly flexible, particularly in the early morning, late afternoon and evening periods when solar generation is not available.
- During the year, CS Energy conducted plant flexibility tests and scoped plant modifications to improve our power station performance at lower loads and during load changes.
- We have made modifications to one of the units at Callide B Power Station and this will provide the unit with improved flexibility in the future.
- Kogan Creek Power Station embarked on an Australian-first by injecting a liquid into the boiler to reduce corrosion but improve plant flexibility.

# Principle 4 – We will improve the customer experience

2020 Maturity level achieved: Emerging

2023 Maturity level target: Evolved

## Highlights in FY2020

Contributed to the Energy Charter’s #BetterTogether initiative, working with energy brokers, consultants and other retailers to develop a voluntary customer code to improve customer experiences and outcomes.

Our customer survey showed that we offer competitively priced energy products and our account managers are viewed as extremely helpful and trustworthy.

## Areas to improve to achieve FY2023 target

Improve the functionality of our Customer Portal.

Partner with customers to deliver better overall outcomes and increase our offering of innovative products and services

Implement actions from the voluntary Customer Code for Energy Brokers and Retailers – one of The Energy Charter’s #BetterTogether initiatives.

## Our first customer survey

- CS Energy engaged an independent firm during the year to survey a selection of our customers, prospective customers and energy brokers to better understand their views on price, bills and invoicing, account management, innovation and partnership.
- CS Energy’s overall performance was rated at 8.23 out of 10, against an average of 6.17 for adjacent industries.
- Key customer insights are:
  - price is top of mind for customers and brokers
  - customers are under pressure to realise cost savings while also meeting their renewable energy and sustainability targets.
- The survey also measured CS Energy’s performance against customer expectations in five key areas:
  - **Price:** We are viewed as competitive on price. Contracts at times are awarded solely based on price and contract flexibility.
  - **Bills and invoicing:** Customers are looking for improved functionality from our Customer Portal, such as better formatting and ability to interpret data in greater detail.
  - **Account management:** CS Energy’s account managers are held in very high regard. Problem resolution is good and our account managers are viewed as trustworthy and proactive. Off the back of this, there is the opportunity to provide more innovative products and services to these customers in the future.
  - **Innovation:** Customers are looking for CS Energy to continue to develop and provide more innovative products and services in the future.
  - **Partnership:** Customers view CS Energy as being able to partner with them into the future, leveraging our strong account management capabilities.

- In FY2020, there were a number of workshops to build an understanding of the broker/customer/retailer relationships, particularly from the customer perspective and how brokers and retailers can work better together to improve customer experience and outcomes.
- Further work is required, with the code expected to be finalised by the end of 2020.

## CS Energy performance ratings

Among customers



## CS Energy performance rating against suppliers in adjacent industries

Among customers



## Energy guidelines to build trust

- CS Energy has been an active participant in the development of a voluntary National Customer Code for energy brokers, consultants and retailers.
- The Customer Code is one of the Energy Charter’s #BetterTogether initiatives and aims to build trust between energy brokers and energy retailers to achieve better customer outcomes.

Note: Results are based on small sample sizes. A minimum sample size of n=30 is recommended for an indicative result.

# Principle 5 – We will support customers facing vulnerable circumstances

2020 Maturity level achieved: Evolved

2023 Maturity level target: Evolved

## Highlights in FY2020

Supporting our customers, supply chain partners and community through our response to COVID-19.

Strong social investment program which delivered much needed support to projects, events or initiatives that benefit our local communities.

## Areas to improve to achieve FY2023 target

Continue to work with customers, supply chain partners and communities in a COVID affected economy and help where possible.

Work as part of the newly formed #BetterTogether initiative – Future Energy Skills Program – to identify existing and new pathways into the energy sector.

### A customer focused response to COVID-19

- In response to COVID-19, we immediately contacted our commercial and industrial customers to advise that financial assistance was available for electricity bills should any of our customers experience difficulties. We encouraged customers to familiarise themselves with recent government initiatives to support affected businesses. (The Queensland Government's \$500 electricity rebate for small and medium businesses and the Industry Support Package to assist large businesses scale up and service the community when economic activity improves).
- We shortened our payment terms from 30-day terms to 14-day payment terms for our small to medium suppliers.
- We refocused our efforts on ensuring that we secure at least 30 per cent of our goods and services from small and medium businesses, many of which are located in the regions where our power stations are located.
- We also contacted the tenants on our properties located in the Western Downs and offered rent relief to those who had been affected by the pandemic.

### Investing in our communities

- Through our Community Sponsorship Program we provide funding for not-for-profit organisations to deliver projects that will have a lasting, positive impact on the local community. This year we provided more than \$230,000 to a range of groups in our local communities such as schools or educational institutions, organisations, clubs, associations and charities.
- We provided financial donations totalling more than \$87,000 to many worthy causes. This included contributions to Drought Angels and the Country Women's Association to assist farmers and rural families in crisis due to drought. We also provided financial support to victims of domestic violence, people experiencing mental health issues and people experiencing long-term health issues.
- In response to drought conditions in Central Queensland, we made available 100 megalitres of water to drought affected farmers and graziers along the Stag Creek and Awoonga-Callide pipelines, with many accepting the offer of two free megalitres of water for stock and crops.

### Working with our joint venture partner Alinta Energy

- In our 2019 Disclosure Report, we identified a need to develop a better understanding of Alinta Energy's arrangements with regards to vulnerable customers and customers in hardship.
- We requested that this issue become a standing agenda item for all joint venture meetings. We are now more informed on this issue and better understand how Alinta Energy works with customers in hardship through the Alinta Energy Hardship Program.
- We also continue to work closely with Alinta Energy to understand the impact of COVID-19 on vulnerable customers, given the pandemic will be felt at all levels of business and community for many years to come.

### A Just Transition

- The clean energy shift will impact the communities which host our coal-fired power stations. It is expected that one of the first regions which will be impacted is Biloela where our Callide B Power Station is located. The power station has a technical end of life date in 2028.
- Whether the power station closes at this time will be a decision for the CS Energy Board, in conjunction with our owners, the Queensland Government. While CS Energy is committed to keeping the plant operational for as long as possible, we are working with our employees and other key stakeholders to ensure a smooth transition leading up to, and after, the closure of the power station.
- We are a member of the Just Transition Group, a Ministerial Advisory Committee established by the Queensland Government to support workers and communities affected by the transition of the energy sector.
- We have also recently signed on to the newly formed #BetterTogether initiative through the Energy Charter - Future Energy Skills Program – which seeks to clearly communicate the future skills required across all parts of the energy supply chain and identify existing and new pathways into the energy sector.



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