

Endeavour Energy

Energy Charter Disclosure Report 2022/23



Chair and CEO's foreword

On behalf of Endeavour Energy, we are pleased to report our fifth Energy Charter Disclosure Report. It is a frank and honest account of performance against our commitments, with input from our Peak Customer and Stakeholder Committee, our Board, Executive and subject matter experts across the business.

This year's disclosure gives weight to our renewed customer and stakeholder focus, our refreshed corporate strategy and is guided by our vision to decarbonise our grid. Currently one in four of our customers have solar panels on their homes, with this expected to increase to 1 in 2 by 2030. This represents a unique and untapped resource that can help minimise electricity bills for all.

This customer-led energy transition presents both extraordinary challenges and opportunities. We know that the decisions we make today will affect the lives of generations to come. For this reason, we have sought to deepen our customer and stakeholder engagement across the business and assess customer expectations of us against a backdrop of extraordinary growth across our region.

Unsurprisingly, cost of living and electricity affordability have featured as key considerations, with resilience of electricity supply also emerging as a critical customer focus, following extreme heat, flooding and bushfire events in recent years.

Our response has been to:

- Continue to run our business as efficiently as possible and keep the costs for our part of the bill as low as possible.
- Continue to support vulnerable customers through programs like the national Concessions Awareness Campaign, Uniting's tailored one on one assistance, and 'Knock to Stay Connected' initiatives.
- Advocate to all levels of government and across the supply chain to collaborate on opportunities to keep prices low. Endeavour Energy has contributed to the ongoing development of the necessary regulations and key inputs to support the evolving needs of the NSW Government's plans to transition to net zero.

The year's challenges have included continued flooding events, a need to improve our systems to better serve life support customers and the need to plan for expected extreme weather events in an area that typically endures temperatures 10 degrees hotter than the coastal areas of Sydney.

Some of the notable highlights of the last 12 months included an enterprise-wide uplift in best practice customer engagement; delivery of the lowest per unit electricity prices in NSW; being recognised as the most efficient NSW distributor and improved brand and reputation across customers and stakeholders.

We highly value the opportunity to partner with other Energy Charter signatories through the CEO Council, the Industry Working Group and multiple Better Together teams and to share and apply better practice. We look forward to the future with a great deal of optimism, where we can innovate and realise a low-cost energy transition for all.

We thank the diligent members of our Peak Customer and Stakeholder Committee for their ongoing interest, expertise and guidance towards shaping better customer outcomes.



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.



Our customers and communities

Endeavour Energy manages an electricity distribution network for 1.2 million customers in Sydney's Greater West, the Blue Mountains, Southern Highlands, the Illawarra and South Coast of New South Wales (NSW).

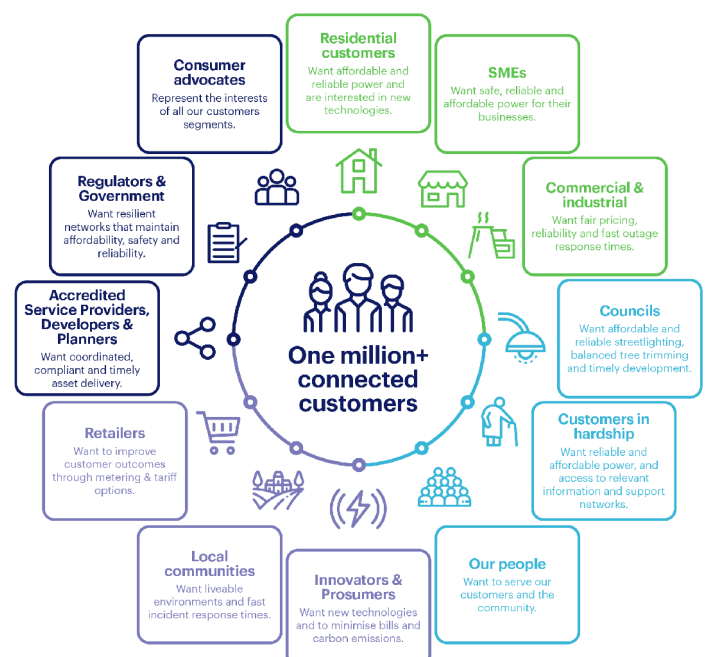
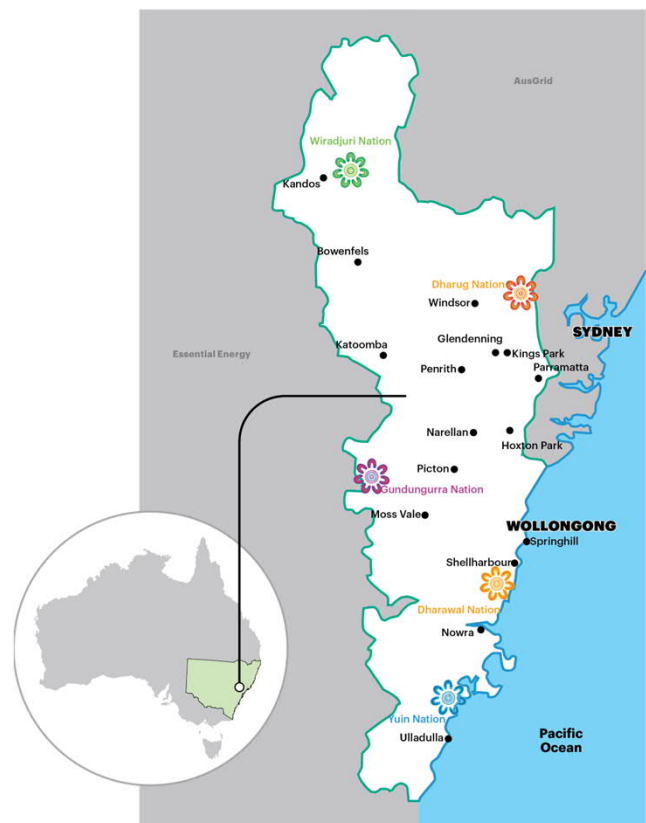
A population of 2.7 million depend on us every day for safe, affordable, reliable and resilient power so they can go about their lives and livelihoods, trusting us to look after their energy interests and plan for the transition to a clean energy future. We power some of the fastest growing regions in NSW, including Sydney's Greater West, home to NSW's second international airport and the surrounding City of Bradfield.

Keeping downward pressure on electricity prices without compromising safety or reliability has been a priority for Endeavour Energy over the past decade and is our main focus as our customers face growing cost of living challenges.

Our largest customer segment includes one million households located in thriving cities, urban and surrounding rural areas. A rapidly growing subset of this group includes more than 38,000 life support customers who depend on reliable electricity to power medical equipment.

One in four customers now has rooftop solar, an annual increase of 7%. We expect this group to continue to grow as battery storage becomes more efficient and affordable.

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, government businesses, major shopping centres, manufacturers and a group of high voltage customers. We have seen enormous growth in 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 customers by revenue.



Customer and community highlights

Highlight 1: Engaging with our customers on our future plans

Endeavour Energy customer voices helped shape five-year investment plans for a more resilient, affordable and reliable electricity network. Our Board, Executive and senior leaders led an enterprise-wide uplift in engagement over the past 2 years, with an extraordinarily diverse set of customers including many from a culturally and linguistically diverse background. We sought to engage deeply and broadly via:

- 14 focus groups to understand the energy issues customers care about the most.
- An online Customer Panel of 89 customers to go 'deep' into issues through four waves of engagement over nine months where their opinion would genuinely influence and guide our proposal.
- In-language engagement, including focus groups in Vietnamese, a series of online 'Dinners with Endeavour' with Assyrian small business owners, and a smaller scale of the Customer Panel in Vietnamese.
- A quantitative study with more than 1,200 customers to help people trade-off a series of ideas to decide their service preferences.

This was complemented by out-reach to our customer base via social media and newsletters, and engagement with industry stakeholders, customer advocates, large energy users, retailers, Energy Charter signatories, local councils, and the NSW Government.

The 4th engagement wave of our Customer Panel in June 2023 checked if preferences had changed with increasing cost of living concerns. Of the Customer Panel participants:

- 96% said that Endeavour Energy's investment plans reflect customers' priorities and preferred outcomes and are in the long-term interests of customers
- 85% said Endeavour Energy's approach to keeping electricity prices down and looking after vulnerable customers was 'about right'.

- 100% rated their overall experience on the Customer Panel as 'excellent' or 'good'.

Over the 2024-2029 period, despite improvements in our costs, we anticipate distribution charges will increase by \$48 per annum for the average residential customer and \$86 per annum for the average small to medium business customer. Around 95% of the proposed increase 2024-2029 is due to costs beyond our control, including rising interest rates.

Improved service outcomes and customer experience will flow from the investments, if approved, with:

- \$28 million additional investment to improve resilience to major weather events and better manage customer impacts.
- \$20 million to help customers prepare for an accelerated energy transition and maximise the value of the energy they generate, oversighted by a new customer reference group.

We will also continue to work closely with the NSW Government, retailers, the AER and through industry, including the Energy Charter, to minimise costs for customers.

An independent review of our engagement noted the overwhelming benefits for our customers and Endeavour Energy. We will continue to use a Customer Panel on an ongoing basis to consult on the issues that matter most our customers to help us deliver a service that meets their ongoing expectations.

Overall, our ambitious engagement program spanned five co-designed engagement phases and involved more than 1,800 customers and stakeholders representing 124 organisations. Over 150 employees played an active role in engagement, committing 2,770 hours of face-to-face engagement.

Read more: yoursay.endeavourenergy.com.au

Endeavour Energy received the annual Consumer Engagement Award for its leadership in customer engagement by Energy Networks Australia in September 2023.

Customer and community highlights continued

Highlight 2: Strengthening our customer connections experience

Customer experience continues to improve as we modernise systems. Examples include:

- A new online connections portal, launched in November 2022, provides customers with a more efficient and informative way to manage connections applications. Customers now have real-time visibility of their application status and paper-based applications forms have been removed, eliminating up to 6,000 manual applications being processed each year.
- A successful pilot to reduce turnaround times for connection applications by redesigning the application process to cut unnecessary red tape for less complex projects. During this pilot over April to July 2022, on average, 10 weeks were cut from the processing times for 40% of incoming connection applications.
- The launch of Voice of Customer Surveys in June 2023 to ensure we are getting more meaningful and timely feedback from stakeholders at key milestones during the connection process. These insights will help to improve the customer experience and unwind the complexities in our processes.

We continue to see an uplift in customer and stakeholder feedback. Our October 2022 survey of Accredited Service Providers saw a 24% increase in satisfaction scores and a 17% reduction in dissatisfaction scores across all measures, while our November 2022 connections reputation survey had an uplift in innovation and leadership performance.

Highlight 3: Improving outage information

Over 2022/23, Voice of Customer surveys highlighted that customers wanted more information before, during and after planned and unplanned outages to help them better prepare and manage personal and work arrangements. In April 2023 we launched the 'Empowering Customers' initiative, which includes:

- Sending a SMS to customers with information specific to the planned outage impacting their property, with over 25,000 SMSs sent to date.

- A new iPad application for field crews to proactively SMS customers on changes to start and finish times for work and greater visibility on customer notifications.

We have already seen a 0.5% improvement in our Customer Satisfaction scores following planned outages. Further initiatives for 2023/24 include:

- Extending customer SMS notifications to unplanned outages.
- Targeted proximity notifications for all customers to reduce the likelihood of not being notified of planned outages by ~70%.

Customers will benefit from improved communication of planned and unplanned outages via our website and social media channels if our 5 year investment plans are approved.

Highlight 4: Improving customer safety before, during and following floods

We dramatically improved communication for flood affected communities and restoration times by overlaying flood data on a digital twin of our network. This was the first time an electricity network had used an engineering grade, digital twin of its network for flood response, enabling the simulation of various weather environments and considering the impacts of climate change on the operation of the network of the future.

As a result, we proactively located crews and equipment at vantage points ahead of flooding; deenergised lines to keep customers and emergency workers safe from rising flood waters; more accurately predicted flood levels thereby minimising the need to isolate supply to customers; identified flood impacted premises to isolate them for public safety; and eliminated 300 hours of response time.

Endeavour Energy's digital twin has been used in 4 successive floods, providing real-time insights and enabling more efficient and safer coordination of power restoration, improving service delivery for customers, before, during and after flooding and building community trust.

Consistent with our spirit of industry collaboration and improving safety, this innovation has been shared widely. It has won national awards and attracted international interest. See more page 14.

Customer and community highlights continued

Highlight 5: Helping customers access energy concessions

Through our work as a founding member of the Energy Charter, with our CEO Guy Chalkley as the CEO Council Chair, we've been collaborating with other Energy Charter signatories, retailers, community groups and customer support groups on an awareness campaign to help eligible customers manage cost of living pressures with access to bill relief that puts money back in their pocket.

Many customers are missing out on the energy concessions they are entitled to, including 40 per cent of concession card holders who are not currently accessing available support. Through this campaign we are aiming to increase customer awareness of these programs to help our customers manage cost of living pressures.

Further information on customer eligibility and how to access help is available [here](#).

Improvement focus: Our approach to life support customers

Customers who depend on electricity for life support are some of our most vulnerable. In FY22 we were disappointed that we failed to meet requirements for outage information and prompt registration of customers needing power for life support equipment and were fined \$474,000 by the AER for 17 breaches of legislation. We signed an Enforceable Undertaking with the AER to address short comings and reported outcomes in FY23.

Throughout FY23, Endeavour Energy undertook a full suite of measures to meet the AER Enforceable Undertaking Plan and implemented extra steps across the business through our Powering Life Program to ensure better outcomes for life support customers.

We updated our policy and undertook a root cause analysis of all Type 1 life support breaches to address control gaps with manual and automated processes. We consulted with staff and implemented changes in our organisational structures to establish dedicated life support staff within the Social Programs team and provided training to our front-line staff at dedicated Safety Days, the most recent dedicated to improving awareness of life support customer obligations.

We also focussed on leading cultural change across the business to ensure that all checks and balances are in place to prevent life support breaches and rolled out a refreshed E Learning training module for staff and contractors. Approximately 61% of staff completed this module, which will be prioritised again next financial year.

We have also been an active participant in the Energy Charter's Better Together Life Support team, advised by a panel of medical practitioners.

While we have made significant progress on our AER Enforceable Undertaking commitments, we know this requires further emphasis and have set a goal to complete management actions by December 2023 and report this to our Board.



**Keep the money.
It's yours.**

Don't miss out on government support you could be eligible for on your energy bills.

Many concession card holders are eligible for ongoing energy concessions from the government – you just need to ask. It's money back in your pocket. And we could all do with more of that right now.

Do you ...

- have a Commonwealth concession card (such as a Centrelink Pensioner Concession Card, a Centrelink HealthCare Card or Veterans' Affairs Gold Card)?

And:

- your name is on the electricity or gas bill.
- Or
- you've recently moved house.

**So how do you get what's yours?
Contact your energy provider today.**

Or for more information you can contact the National Debt Helpline on 1800 007 007 or go to ndh.org.au.

If you're in SA, call 1800 307 758 or go to sa.gov.au and see Energy bill relief.

If you're in the NT, call 1800 777 704 or go to nt.gov.au and see the NT Concession Scheme.

If you get your energy from your strata or landlord in a caravan park, apartment building or retirement home or village (via an embedded network) you can also ask these energy providers today.



Proudly supported by the Energy Charter: a unique coalition of like-minded energy organisations with a shared purpose and passion for customers and communities. www.theenergycharter.com.au

Energy Charter Scorecard

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

Measure	Description	FY19	FY20	FY21	FY22	FY23	Target FY24
Customer service	Net promoter score: customer experience with general enquires, planned and unplanned interruptions. ¹	-	+22	+30	+8	+9	See ¹
	Customer satisfaction – outages and general enquiries. ^{1,2}	8.0	7.5	7.5	6.5	6.9	7.0
Reputation - stakeholders	Benchmarked reputation score of stakeholders ³	-	-	-	83.7	87.7	87.7
Reputation - community	Quarterly benchmarked score of customers ³	-	-	-	72.6	71.0	69

Principle 2 – We will improve energy affordability for customers

Affordability	Average residential charges ⁴	\$587	\$551	\$522	\$528	\$528	\$503
	Average small business charges ⁵	\$1,008	\$961	\$956	\$904	\$923	\$873

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

Worker safety	Total Recordable Injury Frequency Rate ⁶	15.2	11.5	8.5	6.6	6.4	6.0
	Lost Time Injury Frequency Rate ⁷	1.1	0.7	0.7	0.2	0.5	0.5
Public safety	Domestic shocks	128	100	104	94	68	<68
Sustainability	Global Real Estate Sustainability Benchmark (stars)	-	4	5	5	TBC ⁸	5
	Greenhouse gas emissions (kt CO ₂ -e) ⁹	669	632	621	609	598	581
	Nature positive (ha) ¹⁰	-	-	-2.6	-0.7	-0.8	-0.65
Reliability	Landfill diversion ¹¹	-	35%	52%	70%	78%	80%
	Unplanned SAIDI normalised (mins) ¹²	78.0	87.6	66.0	91.59	77.35	80

Principle 4 – We will improve the customer experience

Ease of service	Total EWON casework ¹³	219	208	172	150	226	150
	Per 10,000	2.09	1.95	1.59	1.5	2.0	<1.8

Principle 5 – We will support customers facing vulnerable circumstances

Life support	Type 1 customer breaches	88	15	24	50	67	0
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1. Results from FY22 are not reflective of a change in service, it is attributable to the survey method changing from outbound calls to SMS links. After engagement with customers, this measure will be replaced with customer satisfaction targets in FY24.

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. \$FY24

5. Distribution charges, 10MWh p.a. \$FY24

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

7. Frequency of lost time injuries per million hours worked by employees and contractors

8. FY23 results will be available in October 2023, after report publication.

9. Includes scope 1 and scope 2 emissions. FY23 data includes assumed estimated contractor data, which is subject to change. FY24 target is derived from our interim target for scope 1 and scope 2 emissions (excluding network losses) with AEMO Step Change scenario decarbonisation for network losses.

10. New from FY22. Compensating for the vegetation management and other land clearing activities of the business. In FY22 and FY23, net habitat gain and targets met.

11. 60% target from FY22; 70% target exceeded FY23

12. Average duration of minutes interrupted per customer. Reliability result in FY22 reflects the impacts of outages due to numerous flooding events being excluded or partially excluded from SAIDI

13. Electricity and Water Ombudsman NSW (EWON) provides independent and free customer advice. See explanation for increases in EWON escalations page 11

Energy Charter Principles: Completed and future actions

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

Having the right culture underpins the way we do business, the decisions we make and the outcomes we deliver. The success of Endeavour Energy is inextricably linked to a workplace culture that is customer focused and constantly looking to find a better way. This culture understands and prioritises customers' and communities' energy needs and preferences and looks to collaborate with partners to deliver services and products aligned to those understandings.

Completed

- To put customers at the centre of our decision-making we refreshed our corporate strategy and established a senior leadership committee to drive better customer outcomes.
- Customer preferences continued to shape our plans due to a significant uplift in engagement across the business, led by our Board and Executive team with management operationally accountable. Progress is reported to the Board on a monthly basis.

In progress

- Embedding authentic, best practice engagement as business as usual, including actioning the learnings from our regulatory engagement program so that we can drive customer centricity further.
- To build a culture of service excellence, plans are in progress to equip our people with the skill, knowledge and understanding of how to place our customers at the centre of all we do. Two hundred people leaders and 300 employees participated in strategy, team collaboration and innovation workshops designed to deepen customer understandings and ways to lift performance.

- To help ensure our work force is engaged and incentives are aligned to drive positive customer outcomes, we have developed organisation wide plans to lift our employee engagement score from 58% in FY22 to the ANZ Top Quartile of 69-71% in FY24. Our engagement score rose to 65% in FY23, up 7% from FY22.
- To ensure our customer-centric decision-making is backed by data, we will continue to measure and action customer feedback via quarterly reputation surveys and monthly Voice of the Customer surveys.

The future – goals to FY26

- Achieve a customer reputation score of 68%, with 69% being a stretch target and a one-point year on year increase for FY25 and FY26. Reputation data shows that scores are significantly higher when customers have interacted with us, also borne out by FY23 Customer Panel evaluations.
- Achieve a goal of an ANZ Top Quartile employee engagement score of 69-71% in FY24, as research suggests customer satisfaction is 20-30% higher in top quartile businesses compared to companies with bottom quartile employee engagement scores.
- Target a 7.0 Customer Satisfaction score for FY24 and extend our Voice of Customer Surveys to include additional customer touchpoints and experiences.

Principle 2 – We will improve energy affordability for customers

Endeavour Energy recognise the growing cost of living challenges our customers are facing and are focussed more than ever on ways we can further improve energy affordability. We have worked hard to reduce our contribution to energy bills over the last decade with network unit costs now amongst the lowest in the National Electricity Market due to sustained efficiency programs. In FY23, the AER assessed a 1.2% improvement in Endeavour Energy's overall efficiency score. This is the 5th consecutive year of efficiency improvements based on the AER's independent benchmarking. Our customers directly benefit from lower operating costs and capital expenditure.

Completed

- To ensure customers continue to enjoy an affordable, reliable and secure supply of electricity over the next five years, we deliberated with a unique, online Customer Panel, profiled on page 4. 96% of the Customer Panel endorsed our focus on restraint and affordability, despite emerging cost-of-living pressures. We also completed an extensive tariff knowledge review based on behavioural economics and shared this widely to deepen understandings of customer motivations and drivers.
- To help eligible customers access energy concessions, we contributed to the development of and promoted the Energy Charter's national concessions awareness campaign through social media posts, our corporate website, retailer briefings and by informing our teams across the business of available concessions assistance for customers.

In progress

- Our costs make up just 25% of every dollar of an average residential customer's electricity bill. We will continue to keep downward pressure on our costs through innovation, productivity improvements and operational efficiencies, aided by benefits flowing from recent investment in modern information systems.

- To equip customers with the tools they need to manage their energy usage, we will support efforts to expedite the faster roll out of interval and smart meters and cost reflective tariffs, noting our analysis shows 90% of Endeavour Energy's customers should benefit.
- More effective collaboration with retailers will assist the design of products that allow customers to control usage and costs.
- We will continue to support 'Voices for Power', a train the trainer support program, in partnership with Ausgrid and Jemena, for Culturally and Linguistically Diverse (CALD) communities delivered in language and in the community. Over 2022/23, this program trained 546 people from 12 CALD communities across 12 local government areas. The program had an estimated reach of 2,500 people over the year.
- Customers experiencing hardship will be supported by tailored outreach and support supplied by Uniting and community partners through the expansion of our Powering Hope program, linking customers with external services to help them navigate energy affordability.
- We will continue to provide \$100 gift vouchers for customers in hardship who have food spoilage following lengthy outages. 488 vouchers provided in 2022/23.

The future – goals to FY24

- We know the next few years will see electricity bills increase due to factors in the external environment. To create value for customers, we will continue our focus on measurable improvements in efficiency, productivity and innovation and ongoing customer engagement.
- We will advocate for the development of community renewable energy hubs to minimise the costs of the energy transition and ensure more customers can access the benefits of renewable energy.
- We will increase our focus on large energy customers by allocating a dedicated account manager for this group.

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

Endeavour Energy's network area includes some of the worst-affected areas when it comes to floods, bushfires and lingering COVID impacts. Our customers have told us they want a more resilient electricity network but not at any expense. With the move to 'electrify everything,' electricity is increasingly central to customers dependent on reliable power for transport, water, finance and telecommunications. We are also at a critical point in the energy transition and the distribution network will play a crucial role in leveraging customer energy resources and safely integrating these into the grid as we move to a low carbon energy future. We are well placed to meet these challenges through our innovation program and Future Grid, Resilience and Sustainability Strategies.

Completed

- We improved customer reliability and delivered faster response times in disasters by safely deploying leading network monitoring and control systems to enable parts of the network to 'self-heal'. See customer reaction page 14.
- We improved response times for customers and reduced the length of outages by using our digital twin network to simulate natural disasters. We worked with Shoalhaven Council and our planting partners to determine planting exercise sapling counts to deliver Nature & Biodiversity annual target contributions. We have also secured a GreenPower contract for our own property electricity consumption.
- We improved reliability in the poorest performing areas of the network.
- We modernised our connections process to address key customer pain points revealed through customer journey mapping and surveys, as per the reported highlight.
- After issuing our first sustainability-linked loan in 2022, we met all sustainability performance targets in FY23 through actions towards decarbonisation, landfill diversion, nature positive, and health and wellbeing.
- We delivered our public safety awareness plan with a significant increase in social media engagement and reached 95% of primary schools during Electricity Safety Week.

In progress

- We improved public safety at high-risk construction sites, partnering with SafeWork NSW and promoting the Look Up and Live App widely. See page 16. Our Public safety team attended 59 large industry forums to build awareness of powerline contacts and cable strikes, considered vital in an area of dramatic growth. We focused efforts to improve public safety via many asset management programs but deferred our planned \$650,000 'Black Spot' pole relocation program in FY23. We will revisit this in FY24.
- We will improve community resilience and the transition from a traditional network to a future grid by commissioning NSW's first community microgrid at Bawley Point/Kioloa on the NSW South Coast. See [Channel 7 news](#)
- We will enable the grid to provide customer and community benefits. Our co-designed Future Grid strategy outlines key innovations and milestones through to 2029.
- More microgrids, community batteries and grid connected batteries are planned to speed the transition to a low carbon future.
- Our Sustainability Strategy sets out multiyear goals. By 2024 we will regenerate 75% more habitat and continue to develop measurable social impact programs.
- We are continuing to deliver our resilience strategy and make prudent investments that strengthen our network and communities.
- We are continuing to develop business cases on renewable energy and building efficiency for our properties.

The future – goals to FY40

- **By 2025**
 - 90% employee participation in wellbeing program
 - Divert 90% of waste from landfill
 - 50% apprentice and graduate roles filled by women
 - Nature positive
- **By 2030**
 - 40% emission reduction (scope 1 and 2, excluding line losses)
 - Connect 590,000 solar systems and batteries
 - 100% of new fleet be zero emissions
 - Waste neutral
- **By 2040**
 - Net Zero by 2040 (scope 1, 2, and 3)
 - Climate positive by 2040

Principle 4 – We will improve the customer experience

Our customers value experiences that are easy, fair and respectful, with transparent outcomes. This is especially so when things go wrong. Changes in the energy industry should benefit all customers. Customers expect us to understand where their pain points exist across industry sectors and work to overcome them. We are committed to making it easy for people to get the best service regardless of their ability to engage with us. We will continue to improve our processes and communication with customers.

Completed

- We have improved customer experience by implementing customer journey mapping insights across key touch points, especially when connecting to the network, by digitising processes and creating self-service capability. This has been shaped by customer voices and insights.
- Created a way for customers to engage on their own terms via our popular community engagement hub as a key online engagement channel. See <https://yoursay.endeavourenergy.com.au>
- We have continued to improve culturally and linguistically diverse engagement through lessons gleaned from recent regulatory engagement activities, including engaging in language and in community.
- We have prioritised customer improvement initiatives to address common pain points by empowering customers with better information before, during and after an outage; consolidating and promoting information and offering relevant support to customers in need.

In progress

- Deliver better tailored service and remove customer pain points via customer account managers for high voltage, commercial and industrial customers, local government, data centres, and accredited service providers.
- Strengthening relationships with retailers and other energy businesses to identify and relieve customer pain points.

- We will equip customers with information to better manage outages – proactively provide customers with information via their preferred communication channel.
- The Voice of Customer program will continue highlighting opportunities for improvement and encompassing additional steps in the customer journey.
- NSW Electricity and Water Ombudsman (EWON) reported a 21% increase FY23 vs FY22, mainly due to bill disputes, highlighting cost of living pressures for many. Endeavour Energy's escalations are largely due to damage/loss of equipment after unplanned outages. Uninsured/underinsured customers often sought EWON assistance when claims were denied. Customers were also more likely to engage EWON to challenge depreciated claim assessments. Many customers expect 'new for old replacement' which is the model adopted by insurance companies.
- Endeavour Energy's focus is the efficient processing of complaints and claims with clear communication throughout all steps. We understand the financial and health impacts a protracted resolution process can have and are committed to delivering on our target whereby 75% of escalations are resolved <10 days.

The future – goals to FY24

- We will continue to work closely with EWON to reduce casework numbers, particularly as we anticipate energy affordability concerns will place increasing pressure on our customers.
- We will review our internal claims and complaints policy to continue to improve the customer experience, enable more claims and complaints to be resolved internally, and reduce the need for referral to EWON.
- We will continue the roll-out of our Empowering Customers initiative to improve the estimated time of the restoration process during unplanned outages and notifications for planned outages.
- We plan to further digitise customer contact channels to improve customer self-service.
- We will improve account management capabilities for key customer segments.

Principle 5 – We will support customers facing vulnerable circumstances

Customers in vulnerable circumstances need tailored support and extra levels of care and flexibility to stay connected. It is important for customer-facing staff to be trained in identifying the varied underlying causes of vulnerability, and in aiding customers in the pathways to the right support. This has been a core focus for Endeavour Energy throughout the year.

Completed

- Improved the safety of 38,000 life support customers by delivering the necessary actions of the AER's enforceable undertaking to improve outage notification and record keeping of registered life support customers, with performance reported to the Board. We have remaining work to be done to eliminate human error.
- A dedicated Social Programs team now oversees customer support programs for customers experiencing hardship. [Support and resources | Endeavour Energy](#)
- We have continued to provide immediate support for customers during incidents via the new Community Liaison team.
- Prevented 4,888 customers from being disconnected for non-payment as part of our Knock-to-stay-Connected program across our network area as part of business-as-usual activities and optimised the program through:
 - A QR code to support and resources webpage hosting a growing list of external resources to assist with energy affordability. This also allows CALD customers to use their everyday translated services to view information to assist them with their bill.
 - Increased training for our field staff to direct customers at risk of disconnection to relevant resources.
- We helped customers to be better prepared for the likelihood of power outages during flooding and other major natural disasters by analysing locations most likely to be affected via the continued use of our digital network twin and sharing this with our customers. See page 14 for customer response to our efforts.

Every year, our communities benefit from additional in kind and paid support through various social investment programs. We benchmarked this investment using the industry recognised global framework B4SI to give us a baseline from which to measure community impacts across our diverse communities, relative to our financial performance, and align this to our Sustainability Strategy. [Sustainability | Endeavour Energy](#)

- 16 worthy community groups were selected from 274 applications from education, health and wellbeing, the environment and social welfare sectors for a community grant totalling up to \$10,000 per group.
- We recognise that rising energy costs also place great financial strain on our largest customers and have agreed to partner with Energy Users Association of Australia (EUAA) to deepen engagement with large energy users.

In progress

- As an Energy Charter signatory, we seek to exceed our regulatory responsibilities for life support customers via a dedicated, tailored and benchmarked program across the business to improve life support processes and treat these customers with respect by equipping them with the information and support they need.
- To help catch customers who might be experiencing hardship, we will review our hardship policy and continue to upskill Contact Centre employees to better identify and support customers, acting on recommendations from customer advocates and previous Independent Accountability Panel Reports.

The future – goals to FY24

- To help customers with complex issues, we will continue to improve our escalation process, life support registrations and service guarantee payments by improving our case management system. Benefits will include faster resolution times, payments and a clear record of next steps.
- We still have much work to do to deliver better outcomes for life support customers by:
 - - incorporating the voice of life support customers into our plans and continuing to upskill our people through refreshed training.
 - - improving our end-to-end internal procedures for life support customers.

Appendix

2022/23 Maturity Assessment

Our Energy Charter Disclosure is intended to help us track and assess improved performance and customer outcomes over time. We use a [maturity model](#) to self-assess performance against each principle using a set of agreed criteria and to also make clear our aspirations. In FY23, we engaged our Board, Customer Experience Steering Committee and our Peak Customer and Stakeholder Committee to help guide our assessments. Our PCSC advised us to consider the costs to customers in exceeding performance in the principles, noting the need to demonstrate restraint in an environment of significant cost of living concern. Members counselled Endeavour Energy to focus on sensible improvement, but not at any cost. Given the acute focus on energy affordability, we decided to sustain our performance for most principles in FY23 and FY24. Justification for the ratings are shown in the first column.

Elementary	Emerging	Evolved	Empowered	Exceeding
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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
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Principle 2 – We will improve energy affordability for customers

Investment decisions optimised for customer benefit; effective collaboration with advocates			FY21	FY22/FY23	FY24
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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	
3.2 Environmental performance is benchmarked, publicly reported and drives decisions				FY21	FY22/FY23/ FY24
3.3 Shift to a cleaner energy system – focus on customer benefits and innovation driven by research and development				FY21	FY22/FY23/ FY24
3.4 Connection, service and reliability – customer feedback directly shapes solutions			FY21	FY22/FY23/ FY24	

Principle 4 – We will improve the customer experience

4.1 Fair, inclusive outcomes for customers		FY21	FY22	FY23/FY24	
4.2 and 4.3 Clear customer communications		FY21	FY22	FY23/FY24	
4.4 Handling complaints – insightful data use		FY21	FY22	FY23/FY24	





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
*Assessed as evolved given our life support improvement focus discussed on page 6.					


Customer case studies

Flood response

Customers received widespread communication of public safety messages and targeted grassroots community information during March 2022 floods.....

Endeavour Energy	Endeavour Energy	Endeavour Energy	Endeavour Energy
Wed 8/3/2022 7:43 am AEST	Wed 8/3/2022 7:18 am AEST	Thu 9/3/2022 10:28 am AEST	Fri 11/3/2022 2:38 pm AEST
<p>⚡ ELECTRICITY AND WATER DON'T MIX</p> <p>⚡ With high volumes of rainfall currently impacting the Greater Sydney and South...</p> 	<p>⚡ FLOOD RESPONSE UPDATE</p> <p>⚡ After yet another wet weekend, our Endeavour Energy teams are working hard behind...</p> 	<p>EMERGENCY ACCESS REQUIRED</p> <p>Let's work together to keep everyone safe! If you have Endeavour Energy power pole...</p> 	<p>⚡ POWER RESTORATION UPDATE</p> <p>Thank you for your patience as our teams work to safely and quickly restore power after the extre...</p> 
<p>Impressions 172,517</p> <p>Reach 142,932</p> <p>Engagements 19,311</p> <p>Engagement Rate (per impression) 11.1%</p> <p>Shares 339</p> <p>Reactions 2,190</p>	<p>Impressions 76,918</p> <p>Reach 63,194</p> <p>Engagements 22,865</p> <p>Engagement Rate (per impression) 29.7%</p> <p>Shares 104</p> <p>Reactions 632</p>	<p>Impressions 45,903</p> <p>Reach 35,614</p> <p>Engagements 6,902</p> <p>Engagement Rate (per impression) 18%</p> <p>Shares 28</p> <p>Reactions 303</p>	<p>Impressions 45,562</p> <p>Reach 34,532</p> <p>Engagements 6,629</p> <p>Engagement Rate (per impression) 14.5%</p> <p>Shares 14</p> <p>Reactions 179</p>

Endeavour Energy @endeavourenergy · 13h
 FLOOD RESPONSE UPDATE: Continued torrential rain & rising floodwaters at #Windsor, #NorthRyde and #WylamaraFarm are hampering efforts to safely restore power to the 1,100 flood affected homes. Crews will be on the ground when safe access is available. #floods #NSWres



Endeavour Energy @endeavourenergy · 13h
 GENERATOR SAFETY: If using a portable generator for power during floods, make sure deadly exhaust fumes don't enter your home. Generators shouldn't be connected to switchboards unless you've had an isolation switch installed by a licensed electrician. #floodsafety

Endeavour Energy @endeavourenergy · Mar 4
 POWER OUTAGE UPDATE: This map highlights properties currently impacted by flooding & power outages in our network. Our field teams are continuing to work towards safety & quickly restoring power as soon as floodwaters recede in each of the locations. #floods #sydneystorms #NSWres

Endeavour Energy @endeavourenergy · Mar 4
 FLOOD RESPONSE UPDATE: Jamie Dunn, our Manager Distribution West, & David Campbell, our Head of Field Operations, explain the next steps to safely restoring power once the floodwaters recede. There is a big job ahead of us but we won't stop until it is done! #sydneystorms #floods

And the community responded ... appreciating real-time news & two-way engagement community information.....

Clare Venables
 I was so impressed when we had an issue that you sent someone so quickly to help us, and we are cut off by the floods. 🙏🙏

Endeavour Energy
 Clare Venables Thank you Clare, our crews have been on the ground assisting where it's safe to do so. We appreciate the feedback.

Helen Waisel
 Your team did a stellar job today restoring power to Kurrajong homes after a massive fallen tree overnight, thank you!!!

Endeavour Energy
 Helen Waisel That's great to hear, we appreciate your positive feedback. Regards EE Team

Matthew Bryant
 what about singleton rd laughtondale why didn't that get fixed last Wednesday when the roads weren't even flooded

Endeavour Energy
 Hi Matthew, I am sorry to hear that your power is still out. For safety reasons, we have had to isolate power in some areas and unfortunately this means some of our community not directly impacted by the flood water have been without power. We apologise... See more

Lisa Hilleard
 Your staff member was really lovely txtng to check my service was back, when he wasn't able to access the property due to gates. Going that extra mile makes all the difference.

- John Moore** Great work Endeavour Energy RFS SES and other support agencies. You are valued and needed. 24 big red trucks plus support vehicles from Fire Rescue NSW must be invisible. [Read less](#)
- Ratha Plus** Waiting for me
- Doug Wiggins** Thank you to all your crews out there fixing this.
- Doug Wiggins** Your teams have achieved awesome results in terrible conditions. Thank you.
- Macdonald Valley Association** Thank you for the opportunity for our communities to share their experiences. We have shared this on our Facebook. And thank you to the crews for...

- Craig Roser** Great job as always the guys on the ground do a excellent job 🙏🙏
- Lisa Bont** We still have no power at central Colo ?? Any idea when
- Endeavour Energy** Lisa Bont would you mind direct messaging me your address, so I can investigate for you. Regards EE Team
- Owen Stark** Lisa Bont you would have power now?? We been in since about 4:30

Customer case studies

Collaboration with industry partners to deliver better customer outcomes

Meet Alfred

Late July, Alfred was standing in his dining room and following a loud bang was left with damaged lights & appliances in his property including his heating upstairs, used for bedrooms in the winter months.

This was caused by a lopped branch from an independent contractor causing a surge and damaging a number of appliances for Alfred and neighbouring properties. Alfred advised by both his insurer and Endeavour Energy to claim via the 3rd party.

Alfred presented as particularly vulnerable, in his late 70s, without a scanner and not confident with computers. Alfred and his wife have been sleeping on the downstairs couch while they await their heating to be fixed upstairs and with no way to move forward.

Alfred requested help to log this claim, and our customer partner Uniting contacted him to start the process of organising quotes, which happened over the next few days. We paid Alfred a visit to his home and assisted him with scanning and emailing his quotes to the nominated insurance broker, and talking him through suitable Life Support back up plans for his stair lift.

Outcome:

- Trades were organised by Uniting and provided quotes
- Customer assisted with the logging of his claim and provided a way toward having his belongings repaired with no financial impact to him

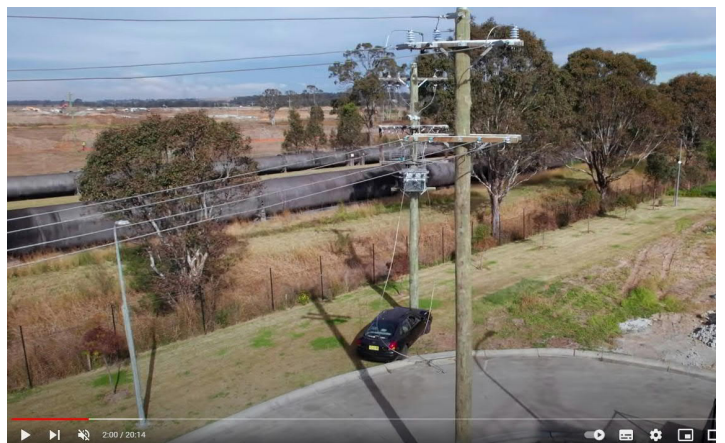


Putting community safety first

Recently, we teamed up with Ausgrid, Essential Energy and TransGrid, to create a series of electrical safety videos aimed at keeping our communities safe. The video series will help customers stay safe around electricity in floods, storms, bushfires or if they come in contact with fallen powerlines.

The first video in the series is essential viewing for emergency responders, sharing critical information about the knowledge and skills required to safely manage emergencies involving electrical networks and hazards.

Watch the Emergency Services Electrical Safety Training Video [here](#).



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POWER
together