



## energy charter disclosure FY2020

september 2020

year two: what's  
changed for customers  
and the community?

# Joint message from the Chairman and CEO

FY2020 was a challenging year not only for APA, but for the country as a whole. We had Australia's worst bushfire season on record, cyclones in Western Australia, floods in eastern Australia, and then of course, the COVID-19 pandemic. Businesses and people were and are continuing, to face hardship.

In contrast, we started FY2020 with new leadership, renewed enthusiasm and a refresh to our Purpose and Vision. Our Purpose is to strengthen communities through responsible energy. Our Vision is to be world class in energy solutions. These have been embraced by our people and provide a true north for the direction APA is heading.

To deliver our Purpose and Vision, we clarified our strategic imperatives, and embarked on a major reorganisation of the business to set ourselves up to better serve our customers and communities in a changing and dynamic energy market. We publicly launched our Customer Promise and rolled out customer service improvement initiatives under our Red Dot program.

During all the challenges this year, our priority was and continues to be the health and well-being of our people and the communities in which we operate, as well as meeting the needs of customers. Our COVID-19 response team reached out to customers and regional suppliers to find out how we could offer support. We did this in our own right and also with the energy industry as a whole through the Energy Charter #Better Together initiatives. We also ensured the continued delivery of energy, an essential service to our customers and all Australians.

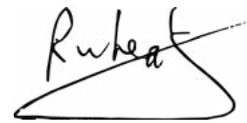
We did not deliver on all of the specific customer commitments made in our Energy Charter FY2019 disclosure report or all of the initiatives in our Red Dot program. In this disclosure report, we set out our scorecard against those commitments. While there are reds and ambers, we are nonetheless tremendously proud of our people for not skipping a beat, and by continuing to deliver energy safely and reliably for our customers and communities during this difficult year.

Going forward, we plan to increase our customer focus maturity, and deliver against the Energy Charter principles and the commitments in our Red Dot program. For FY2021, the focus will be on seeing benefits flow from our organisational restructure and a culture program that includes enhancing customer centricity.

Ultimately, we will judge ourselves and our people by what we do rather than what we say, and in the case of customers, by reference to improved outcomes for them as assessed by them.



**Michael Fraser**  
Chairman



**Rob Wheals**  
Managing Director  
and CEO

# Contents

About this disclosure	1
Principle 1 Customer at the centre	2
Principle 2 Affordability	4
Principle 3 Safe, reliable and sustainable energy	6
Principle 4 Customer experience	9
Principle 5 Supporting customers in vulnerable circumstances	11
further information	13

# About this disclosure

APA's FY2020 Energy Charter Disclosure assesses our maturity against the Energy Charter principles, sets out what we are doing and intend to do, and what difference it has/will make for our customers and community. We have sought to present a balanced picture of the positive outcomes as well as call out where we have fallen short.

## Who are our customers and community?

Critically, we need to be clear about who our customers and community are.

Over the last year, and indeed since signing up to the Energy Charter, we have come to think more expansively about who our customers and community are, and who we serve. Our refreshed Purpose of 'strengthening communities through responsible energy' reflects this more expansive view about the stakeholders we serve.

APA's customer base covers a broad spectrum and includes businesses that pay our invoices directly, through to households that are connected to the networks we operate. We provide gas transmission, electricity transmission, power generation and gas processing energy services for large industrial companies, energy retailers and resources companies. We also own and operate gas networks serving smaller customers including many businesses of various sizes and residential premises. While those connected to our networks do not have a direct commercial relationship with APA, we nonetheless consider them our customers.

Our infrastructure spans communities in the six jurisdictions where we operate across Australia. Our assets, which include over 15,000 km of transmission pipelines are located and go through regional, remote and urban parts of Australia. Our distribution network operations are located in regional and urban communities. The communities we serve include the communities in which we work and operate, those that our people are a part of and ultimately, the whole Australian community through the energy we deliver.

## Approach to assessing ourselves

Our first disclosure for FY2019 provided a more comprehensive baseline of the measures and programs we had in place aligned to the Energy Charter principles. Recognising that the Energy Charter is about continuous improvement, in this year's report we have focused on what has changed since last year's baseline. Where appropriate we have presented information for APA's three core operational units - Transmission, Networks, Power Generation - and impacts for their customers and communities.

Assessing where we are today, required taking a long hard look at what we said we would do in last year's disclosure and comparing that to what we achieved from the perspective of the difference it made for our customers and communities. We have indicated our performance against FY2019 commitments using a 'traffic light' rating. In our considerations of the future direction, we carefully considered the findings in the 2019 Independent Accountability Panel report and referred to good practice of other signatories as a benchmark.

For each Energy Charter principle we assessed our capability against the Energy Charter Maturity Model and have indicated where we are striving to get to within three years, and our commitments for FY2021 to help us get there. For the most part we are at the early stages of the maturity journey and will take steps to improve our performance against all principles. This disclosure focuses on our customer and community performance against the Energy Charter principles.

A more expansive view of our performance against more general sustainability & community objectives can be found in APA's FY2020 Sustainability Report.

# Principle 1 Customer at the centre

During FY2020, we undertook a major restructure of our business to bring together a single group wide Strategy & Commercial division, a Transformation & Technology division and created a new Sustainability & Community function as part of a broader Governance & External Affairs division. We are also rolling out new ways of working focused on increased governance, innovation and collaboration, and will be undertaking a comprehensive culture program during FY2021 that builds on culture survey and diagnostic work done in FY2020. The purpose of these changes is to better deliver on our refreshed Purpose and Vision, and our strategic imperatives which includes customer centricity and a focus on stakeholders and the community.

On balance we rank ourselves on the high side of Elementary at putting customers at the centre. The expectation is that the benefit for customers and the community of the restructure will start to be realised from now. We are aiming to be Emerging by end of FY2021 and Evolved by end of FY2023.



FY2020 commitments	Performance	Customer & community impacts
<b>KPIs.</b> A number of executives and line leaders to have KPIs linked to their remuneration that relate to customer and stakeholder outcomes.	● Commitment largely delivered Although some anomalies with line leader KPI scorecards due to the restructure.	Responsible executives and line leaders are incentivised to deliver on customer focused commitments through KPIs and link to remuneration.
<b>Executive customer contact program.</b> Executive and senior management to have direct involvement in the Transmission customer-contact program.	● Commitment not delivered In FY2020, this initiative was put on hold due to ongoing restructuring of the organisation and COVID-19 operational challenges. It will be restarted for FY2021. (Program is discussed further under Principle 4).	No change in customer outcomes for FY2020.
<b>Customer survey.</b> The Transmission customer feedback survey program will be expanded to cover all customers.	● Commitment delivered In 2019, APA expanded the Transmission customer survey from its top 20 customers to all customers. The 2019 survey built on questions from the previous survey with additional questions that align to APA's Customer Promise. The survey sought both qualitative and quantitative feedback. The feedback program has also been expanded to post-deal surveys to understand customer experience of contract negotiation and execution.	The expanded customer feedback program allows APA to measure Transmission customer sentiment and also helps identify and prioritise initiatives that improve our systems and processes for the benefit of customers.
<b>Power customers.</b> Using the learnings from the APA Transmission customer relationship strategy, APA Power will establish a customer feedback program.	● Commitment delivered Power customers were surveyed using the Voice of Customer survey with results expected in July 2020.	Ability to measure customer sentiment, and incorporate feedback to improve service offering.

# Principle 1 Customer at the centre

## FY2020 commitments

### Customer satisfaction metrics (Transmission).

Development of customer-oriented metrics within the APA Transmission business, with a view to improving awareness of customer experience with all functions of the business.



Commitment ongoing

Transmission. Transmission customer metrics developed to monitor performance of the customer journey. Ongoing consideration of external customer satisfaction measures and performance benchmarking for Transmission customers will continue through FY2021.

## Customer & community impacts

### Customer Experience Score (CES)

**7.1** out of 10  
(all transmission customers)

**Customer satisfaction** ("How satisfied are you with APA?")

**7.3** (2019 – all customers surveyed)

### Customer promise

% of responses in top two categories:

**85%**: Do we listen?

**73%**: Are we empowered?

**86%**: Deliver on commitments?

**52%**: Do we respond to your needs?

**56%**: Do we communicate well?

### Customer satisfaction metrics (Networks).

Continue to measure CSAT and customer experience pain points to identify further improvement initiatives.



Commitment delivered

Networks undertakes customer satisfaction surveys on a monthly basis.

Customer satisfaction (CSAT) score (12 months)

**8.4** (above target of 8.2)

### Industry collaboration.

APA Networks will continue to collaborate with Victorian distribution businesses and retailers to make improvements to the new connections processes.



Commitment delivered

The #BetterTogether initiative involving three Victorian gas networks has delivered a site ready document and is now working on the next phase – to improve communications. Including a trial with three gas networks and one major retailer (Origin).

The benefits include ensuring builders/customers applying for gas, only need to follow a single process with single set of standards in Victoria. This will provide better and consistent connection service.

*We are aiming to be Emerging on the Maturity Model by end of FY2021, with the organisational restructure delivering more streamlined and innovative services for our customers, and by continuing to drive culture change with improved focus on empowering our people to better meet the needs of customers.*

## Focus for FY2021

**Culture plan.** APA is preparing a top/down, bottom/up culture plan to build on strengths and address the areas for improvement raised in the 2019 organisational Culture Survey and the 2020 ways we work survey.

## Customer & community impacts

The culture plan will help to strengthen customer centric culture across APA by embedding stronger recognition and reward aligned with better customer outcomes into the ways we work.

**Board involvement.** Culture dashboard will be developed for reporting culture outcomes, including customer focus, to the Board on a regular basis.

Regular reporting to the Board will strengthen focus and accountability for improving customer centric culture.

**Customer and community engagement.** APA will develop and implement stakeholder engagement plans to better understand and be able to deliver on customer/community needs, and to strengthen relationships for ongoing collaboration and shared value.

Better understanding and working with customers/communities will help us deliver better outcomes for customers/communities.

**Best practice stakeholder engagement in regulatory processes.** Improvement of our stakeholder engagement in regulatory processes by adopting recognised stakeholder engagement principles, formal training of our people and embedding a feedback loop to stakeholders about how we have considered feedback into our plans.

Better understanding and collaboration with customers and stakeholders to deliver regulatory outcomes better aligned to shared value principles.

## Principle 2 Affordability

APA recognises that energy affordability is a primary concern for customers and the community – that was the case before COVID-19 hit, which has only made life a lot tougher for businesses and people.

While the cost of APA's services often comprises a relatively small proportion of the end user's final energy bill, we have a critical role to play in getting gas and energy to market. APA believes that increasing gas supply is the single most important measure to put downward pressure on prices in the medium to longer term. Having said that, we recognise the importance of ensuring we operate cost effectively for the benefit of our customers.

APA's business includes a mix of fully regulated, lighter regulated and economically unregulated assets. In the case of the fully regulated assets, revenue and tariffs are determined by regulatory processes. In FY2020, APA established customer and stakeholder engagement forums as part of its regulatory processes (discussed under Principle 3). Affordability was a key focus during these forums, as we needed to justify costs and claimed benefits not only to the regulator but also directly to stakeholder representatives.

In the case of certain other assets, such as power generation and greenfields assets, APA is subject to competitive tender processes and ongoing competition, and needs to ensure cost-effectiveness to be successful. In the case of other lighter regulated assets already subject to a high level of information disclosure and an arbitration mechanism under the regulatory regime, APA's focus will be on continuing to elevate the level of insightful information and engagement with customers so they can have confidence in the value of our services.

As part of the longer term, APA established a new Transformation & Technology division as part of its recent restructure. The new division will be considering broader cost efficiency initiatives and innovation in customer service offerings in the changing energy market, which over time should lead to cost and service benefits for customers.

On balance we consider our capability on affordability as Emerging. We are aiming to be Evolved by end FY2021 and Empowered by end FY2023.



FY2020 commitments	Performance	Customer & community impacts
<p><b>Key projects.</b> We will continue to work with customers to support increased gas supply to the market, thereby helping to reduce the supply constraint that has forced up prices. Projects that would facilitate more gas to market include Crib Point Pakenham Pipeline, Western Slopes Pipeline, and Orbost Gas Processing Facility.</p>	<p>● Commitment in progress</p> <p><b>Crib Point Pakenham Pipeline.</b> The Environment Effects Statement for the Gas Import Jetty and Pipeline Project is now available for public comment.</p> <p><b>Western Slopes Pipeline.</b> APA's Western Slopes Pipeline project is dependent on the Narrabri Gas Project going ahead. The Narrabri Gas Project is going through NSW planning assessment.</p> <p><b>Orbost Gas Processing Plant.</b> Commissioning is underway and commercial operations will commence as soon as practicable.</p>	<p>No change in customer outcomes for FY2020.</p>
<p><b>Gas pipeline information transparency</b></p>	<p>N/A New initiative</p> <p>Commenced in FY2020 – see below in 3.3</p>	<p>More insightful information disclosure so customers can have greater confidence in the value of our service offering.</p>

# Principle 2 Affordability

## Focus for FY2021

---

**New projects.** We will continue to work with energy partners and customers on projects to increase gas and energy supply into the market.

**Gas transparency.** We will support reforms to improve information transparency in the gas market that are in the long-term interests of customers.

We will continue our involvement with the Australian Pipeline and Gas Association and other pipeliners in the Energy Charter #BetterTogether – gas pipeline information disclosure. Following feedback from a series of industry-led workshops held in FY2020, the initiative is working towards:

- providing a more streamlined information platform by September 2021
- co-designing Gas Bulletin Board training with the Australian Energy Market Operator.

Further workshops will be held in FY2021 to provide a feedback loop on these projects.

---

## Customer & community impacts

---

More gas supply will likely support energy security and reduce pressure on energy prices.

Regular reporting to the Board will strengthen focus and accountability for improving customer centric culture.

# Principle 3 Safe, reliable and sustainable energy

Safety and reliability are core to what we do already, and strengthening our focus on sustainability and community will put us on the path to delivering on our Purpose. For FY2020, our workforce safety performance was mixed across our business with disappointing results in certain areas. We did however make significant improvements in process safety, to ensure the safe and operational integrity of our assets.

We believe sustainability is about creating value and supporting growth by doing business with integrity, and consistent with social, economic and environmental responsibilities. In FY2020, APA established a dedicated Sustainability & Community Function representing an important step in our responsible energy journey. APA's new Transformation & Technology division will be investigating new technologies and innovations as part of APA playing its part towards a lower carbon future. For further details on APA's FY2020 performance on safety and sustainability, refer to APA's FY2020 Sustainability Report.

On balance we rank ourselves as Emerging, and target being Evolved by end FY2021 and Empowered by FY2023.



FY2020 commitments	Performance	Customer & community impacts
<p><b>Safety.</b> Refresh our 3-year Health, Safety and Environment Strategic Plan.</p> <p>Continue increased focus on health and well-being, contractor safety, environmental management and process safety.</p>	<p>● Commitment delivered</p> <p>In September 2019, the Board approved APA's refreshed Health, Safety and Environment Strategic (HSE) Plan focusing on leadership and culture; contractor management; health and wellbeing; environment and heritage; and process safety.</p>	<p>FY2020 saw inconsistent safety results across the business.</p> <p>The refreshed HSE Strategy is aimed at improving employee and contractor safety, employee health &amp; well-being and safety leadership. This will improve safety outcomes for our people and environmental outcomes for our communities.</p>
<p><b>Process safety program.</b></p>	<p>N/A</p> <p>New program. Continued to develop and stage roll-out of process safety framework to safely manage the integrity of operating systems and processes that handle hazardous substances. We have built on process safety policies and standards to encourage behaviour change through an education campaign; introducing a scorecard; Process Safety Fatal Risk Protocol; and training.</p>	<p>The process safety program will continually improve how we manage our assets and is critical to ensuring their safety and that of the communities where APA operates.</p>
<p><b>Sustainability.</b> Alignment of reporting with Taskforce on Climate-related Financial Disclosures (TCFD) recommendations; improve and develop measures, targets and metrics; continued investigation into new low-carbon energy sources; ongoing investment in renewables and development of services to support energy market transition.</p>	<p>● Commitment delivered</p> <p>In terms of climate change aspect of sustainability, we have:</p> <ul style="list-style-type: none"> <li>improved our climate reporting in alignment with TCFD recommendations in our FY2020 Sustainability Report</li> <li>developed a Carbon Management Plan as a preliminary step towards operationalising consideration for climate risks</li> <li>published a Climate Change Position Statement which sets out our commitment to being part of the successful transition to a lower-carbon future.</li> </ul> <p>APA is continuing to invest in renewable projects.</p>	<p>Aligning our climate change component of the Sustainability Report disclosure with TCFD improves information transparency for our stakeholders to assess APA's exposure to climate risk.</p>

# Principle 3 Safe, reliable and sustainable energy

FY2020 commitments	Performance	Customer & community impacts
<b>Renewable methane.</b>	<b>N/A</b> New initiative  In May 2020, APA secured funding from Australian Renewable Energy Agency for a renewable methane pilot project at Wallumbilla in partnership with Southern Green Gas. The pilot is exploring viability of using solar energy to produce hydrogen to convert to methane to transport through pipelines.	The pilot will help determine if this carbon-neutral process could be part of a broader green energy solution.
<b>Community and consumer engagement.</b> Implementation of community engagement improvement plan.	 Commitment not delivered  This initiative was placed on hold while the new Sustainability & Community function was being established and will be developed and implemented during FY2021.	No change in customer and community outcomes for FY2020.
<b>Consumer engagement - regulation.</b> Roll out of consumer engagement plan for regulatory processes and key investment decisions affecting communities and consumers.	 Commitment delivered in respect of regulatory processes.  We have embedded stakeholder engagement into our regulatory processes starting with Amadeus Gas Pipeline and Roma Brisbane Pipeline regulatory plans, but have not as yet done so for other key investment decisions other than as required by approvals processes (eg. With greenfields developments).	Engagement with customers and community allows for key concerns to be addressed and feedback incorporated into our proposed plans. This input helps us to better understand and meet expectations.
<b>#BetterTogether – Know your customer and community.</b> Ongoing involvement in the Energy Charter initiative on stakeholder engagement.	 Commitment delivered  APA is involved with the #BetterTogether – Know your customer and community.	Industry knowledge sharing helps us to know what good looks like and to improve our stakeholder engagement capabilities so customer and community feedback is better incorporated into our decision making.
<b>Australian Industry Energy Transitions Initiative.</b>	<b>N/A</b> New initiative  APA joined the new Australian Industry Energy Transitions Initiative that will see some of Australia's biggest companies work together to accelerate action towards achieving net zero emissions in supply chains by mid-century.	Working with other companies will help unlock new technologies fundamental to Australia's low carbon future and to will support the economic recovery following COVID.

*We have put our stake in the ground to be part of the transition to a lower-carbon future and devoted more resources to sustainability and new technologies. We are taking a long-term view and innovate for a sustainable future by investing in technology and new ways of generating energy.*

Focus for FY2021	Customer & community impacts
<b>Health, Safety and Environment.</b> Continue to implement HSE Plan with increased leadership focus and involvement in safety and operational activities to model and drive the right behaviours so as to improve overall safety and environmental performance.	Continually improve safety and environmental performance across APA and its assets.
<b>Process safety program.</b> Continue implementing Process Safety processes including embedding process safety behaviours in our transmission and midstream (gas storage and processing) divisions and rolling out process safety to the remainder of our operations areas.	The process safety program will continually improve how we manage our assets, and is critical to ensuring their safety and that of the communities where APA operates.

# Principle 3 Safe, reliable and sustainable energy

## Focus for FY2021

**Networks service improvement.** Roll out of the next phase of the #BetterTogether – gas connections initiative, a trial in collaboration with Origin Energy to improve Site Ready dates processes (refer to Principle 1 for more detail).

**Sustainability.** With the establishment of a new Sustainability & Community function, we will develop a comprehensive Sustainability Roadmap that will set the sustainability direction for APA and help continually improve our sustainability performance and disclosure. The Sustainability Roadmap will address all aspects of sustainability and align to UN Sustainable Development Goals.

**Technology.** Continuing to explore the intersection of our existing assets with new energies such as renewable methane and hydrogen, improving our understanding of the role of carbon capture utilisation and sequestration technology and looking at how energy storage technologies such as batteries could complement renewables generation and support gas in firming of future energy networks.

## Customer & community impacts

This will help to provide better gas connection services to customers.

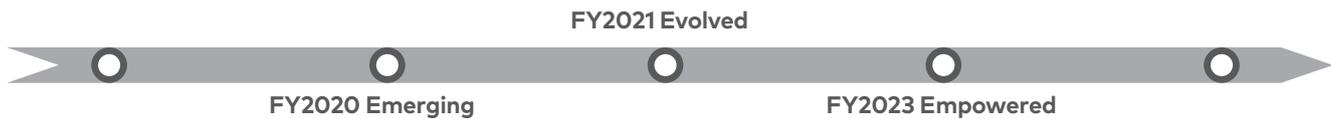
This will help us to continually improve our sustainability performance and create value for our stakeholders.

We are openly collaborating with researchers, customers, peers and other business who want to develop responsible and viable emissions reduction pathways for Australia.

# Principle 4 Customer experience

APA monitors the customer experience at different stages of the customer journey. Customer survey feedback in 2018 and 2019 revealed improvement opportunities in the transmission customer experience, and in response, we developed a 'grid' enhancement program as part of our Red Dot program. We are part way through that program to improve the customer journey and build closer ties with customers. We've made some good progress improving the customer experience with more to come.

On balance we rate our current maturity as Emerging. We want to get to Evolved by end FY2021 and will strive to be Empowered end FY2023.



## FY2020 commitments

**Grid enhancement.** The APA Grid enhancement project will continue with the first deliverable being a new portal through which Transmission customers will interface with APA. Work will also be undertaken on data standardisation and architecture. Ninety-day and 12-month pipeline capacity forecast reports will be made available to customers in easy-to-interpret, graphical format, and further enhancements will be made via Maintenance Notifications to customers so that the anticipated impact on delivery capacity is clearer.

**Customer complaints.** Transmission business will fully deploy its new Customer Complaint Management system, ensuring that all complaints are fully investigated and that corrective actions are identified and implemented.

## Performance

- Commitment in progress
 

The grid enhancement project is an ongoing multi-year improvement program and we are part way through reforms.

In FY2020 we completed major reforms in:

  - outage planning, and
  - outage notifications.

Projects that are ongoing (discussed below):

  - customer portal
  - invoicing enhancement
  - ninety day and 12-month pipeline capacity forecast reports in easy-to-interpret, graphical format.

Projects not completed:

  - data standardisation and architecture.

- Commitment delivered
 

The transmission customer complaints process was formalised in 2019 and aligns with ISO standards. An independent review of the transmission customer feedback program is underway and will identify areas for improvement.

## Customer & community impacts

- During FY2020, the outage notification program delivered:
- Reductions in the number of late notifications and late changes to notifications so customers can confidently set their own operational plans.
  - Easier to understand notifications by using Plain English.
  - A single point of contact for enquiries about maintenance notifications through the creation of a new role in the Commercial Operations team. This benefits customers with consistent notifications allowing them to better plan activities.

Improved dispute resolution and service enhancement as complaints and feedback are incorporated into decisions and process changes.

# Principle 4 Customer experience

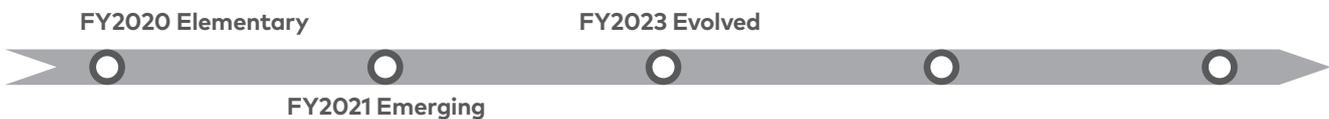
FY2020 commitments	Performance	Customer & community impacts
<p><b>Networks connection.</b> APA Networks will continue working with energy retailers to make further improvements to the New Connection process. For example, we will be exploring using SMS technology to inform customers of who will be performing the work.</p>	<p>● Commitment delivered</p> <p>This initiative is discussed in relation to Principle 2</p> <p>Implemented SMS message to customers for new connections in Victoria – advising of contact details of representative performing the work on site.</p>	<p>This initiative provides a better service to customers in case they need to contact us to discuss site specific matters.</p>
<p><b>Customer forums</b></p>	<p>N/A New initiative</p> <p>In July 2019, APA held a Transmission customer forum to provide a feedback loop on grid enhancement initiatives - outage management program, single point of contact; and complaints handling. Other topics included important industry changes such as harmonisation of the gas day start times across the east coast states.</p>	<p>Greater customer engagement to improve service offering.</p>

Focus for FY2021	Customer & community impacts
<p><b>Grid enhancement.</b> APA will continue to work on the grid enhancement program including improving the accuracy and timing of invoicing; and an improved customer information portal and make 90-day and 12-month pipeline capacity forecast reports available to customers in an easy-to-interpret graphic format (dashboard reporting).</p>	<p>These projects will help to improve customers' ability to access information as well as improving timing and accuracy of invoicing.</p>
<p><b>Red Dot initiatives.</b> We will continue to implement Red Dot initiatives including the Executive customer contact program involving direct customer engagement, point of contact, and increased collaboration in service design and improvement; and the Grid enhancement program (as discussed above).</p>	<p>Continually improve our understanding of customer concerns and enhance the customer experience.</p>
<p><b>Networks service improvement.</b> Roll out of the next phase of the #BetterTogether – gas connections initiative, a trial in collaboration with Origin Energy to improve Site Ready dates processes (refer to Principle 1 for more detail).</p>	<p>Improve communication method for notifying customers of planned works and reduce inconvenience.</p>
<p><b>Network customer communications.</b> Improve communications with customers for planned activities such as meter changes and mains replacement.</p>	<p>Improve information on timing of planned activities for customers and reduce inconvenience.</p>
<p><b>Measures and metrics.</b> Development of common customer performance measures and metrics for the industry through the Energy Charter Measures, Metrics &amp; Maturity working group.</p>	<p>Development of common customer performance measures and metrics will enhance comparability against benchmarks and improve the ability to assess performance over time.</p>

# Principle 5 Supporting customers in vulnerable circumstances

APA's Transmission and Power Generation divisions deal with large business customers and have limited direct involvement in financially supporting households and small customers in vulnerable circumstances. Our Networks division services small and residential customers, and has implemented measures to support customers in vulnerable circumstances in line with those agreed with the network asset owner – including measures set out in the AER's COVID-19 Statement of Expectations.

We do however understand that we still have a role to play in providing support. This may be through community investment programs or by partnering with other parts of the supply chain to provide support. The newly established Sustainability & Community function will be considering options during FY2021. We will also continue to offer our direct business customers flexibility and support during the tough times. Our response to supporting customers during COVID-19 and the broader community during the bushfires (refer below), are examples of this. We rank ourselves as Elementary in supporting customers in vulnerable circumstances. We are aiming to be Emerging by end of next year and Evolved by end of FY2023.



FY2020 commitments	Performance	Customer & community impacts
<b>Community investment.</b> Refreshing our Building Brighter Futures community investment program and developing broader community programs such as employment and local procurement.	● Commitment in progress During FY2020, the Board approved the refreshed Building Brighter Futures program.  Development of local employment and procurement programs, not achieved.	The program was refreshed so as to be more targeted to support the communities in which we operate.
<b>COVID response.</b>	<b>N/A</b> New initiative In response to COVID, we offered: <ul style="list-style-type: none"> <li>• Flexible terms (service and payment) for customers</li> <li>• Networks business implementation of certain fee relief and no disconnections</li> <li>• Accelerated payments for key strategic suppliers (with &lt; 50 employees) and regional businesses</li> <li>• Exploration of financial support programs for small and residential customers</li> <li>• Additional gas market and systems training to help customers optimise gas portfolios.</li> </ul>	Customers, suppliers and the community benefited from fee and service flexibility and other support measures to help with affordability during COVID-19.  Participation on #BetterTogether COVID-19 response initiative has helped us better understand the extent of customer and community distress and the role we need to play to support our customers and the broader community.
<b>Bushfire response.</b>	<b>N/A</b> New initiative APA and our people made financial contributions to bushfire relief initiatives – such as local volunteer firefighting organisations; the NSW Wildlife Information, Rescue and Education Service (WIRES); and the Red Cross.	APA as a business contributed over \$200,000 various bushfire relief efforts. This financial support was bolstered by financial donations of over \$35,000 by our employees.

# Principle 5 Supporting customers in vulnerable circumstances

## Focus for FY2021

**Social performance.** We will prepare a program to strengthen social performance capability across the business; identify required social performance standards and procedures; and an evaluation of community investment and partnership approach.

## Customer & community impacts

Improve APA's internal standards and processes so we can deliver more meaningful and impactful outcomes in communities.

## further information

contact Nives Matosin on

**t** +61 2 9693 0081

**e** [community@apa.com.au](mailto:community@apa.com.au)

**w** [apa.com.au](http://apa.com.au)



**energy. connected.**