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## Glossary

**AbaF** – Australia Business Arts Foundation

**ACE CRC** – Antarctic Climate and Ecosystems Cooperative Resource Centre

**ACM** – asbestos-containing materials

**AEATM** – the subsidiary of Babcock and Brown Power from which contracts were purchased for the Tamar Valley Power Station

**AET** – Aurora Executive Team

**AETV Power** – the Aurora subsidiary responsible for the construction and operation of the Tamar Valley Power Station

**AFL Tasmania** – Australian Football League Tasmania

**AMWU** – Automotive, Food, Metals, Engineering, Printing and Kindred Industries Union

**APESMA** – Association of Professional Engineers, Scientists and Managers Australia

**ASHEC** – Aurora Safety, Health and Environment Committee

**ASU** – Australian Municipal Administrative, Clerical and Services Union

**Aurora Group** – Aurora Energy Pty Ltd, including subsidiary companies

**AWU** – Australian Workers Union

**ASX** – Australian Stock Exchange

**Balanced Scorecard** – methodology used to assess corporate performance against a range of financial and non-financial targets

**Basslink** – the interconnector between Tasmania and the mainland

**BBP** – Babcock and Brown Power

**BVQi** – Bureau Veritas Quality International

**CablePI** – the Tasmanian brand name for the household safety device

**CEO** – Chief Executive Officer

**CEPU** – Communications, Electrical and Plumbing Union – Tasmanian Branch

**CFO** – Chief Financial Officer

**conductor** – wire or cable

**CPA** – certified practising accountant

**CPI** – consumer price index

**CSAA** – the Tasmanian Government’s Community Services Activity Agreement

**CSC** – Customer Service Centre

**distribution substation** – pole or ground mounted transformer supplying residential/commercial customers power supplies in local area

**DIER** – Department of Infrastructure, Energy and Resources

**DPIW** – Department of Primary Industries and Water

**EEO** – Equal Employment Opportunity

**EHV** – extra high voltage (usually referred to as 88,000 volts and above)

**EMF** – electric and magnetic fields

**EMS** – environmental management system

**ENA** – Energy Networks Association

**esaa** – Energy Supply Association of Australia

**ESR** – Employer Safety Representative

**EVP** – Employee Value Proposition

**feeder** – main trunk high voltage overhead or underground power supply (11000 & 22000 volt)

**ERAA** – Energy Retailers Association of Australia

**FRC** – full retail contestability

**GRI** – Global Reporting Initiative

**GSL** – Guaranteed Service Level scheme

**GWh** – gigawatt hour (one GWh is equal to one million kilowatt hours)

**HV** – high voltage

**ICS** – Incident Control System

**IRT** – incident review team

**km** – kilometre

**kV** – kilovolt (one thousand volts)

**kW** – kilowatt (one kW is equal to 1000 watts)

**kWh** – kilowatt hour (standard unit of energy, equivalent to production or consumption at the rate of one kilowatt for one hour)

**live-line crew** – specialised line crew trained to work on 11,000 and 22,000 volt overhead conductors, and in some cases transmission lines, while lines are still live

**LTIFR** – lost time injury frequency rate

**LTISR** – lost time injury severity rate

**LV** – low voltage (up to 1000 volts)

**Mark-to-market** – adjustment of derivatives to their current market value

**m** – metre

**M** – million

**MDMS** – Market Data Management System

**MTIFR** – medical treatment injury frequency rate

**MW** – megawatt (one MW is equal to 1000 kilowatts or one million watts)

**NBN** – National Broadband Network

**NEM** – National Electricity Market

**NEMMCO** – National Electricity Market Management Company Limited

**NEPM** – National Environmental Protection Measure

**NILS** – No Interest Loans Scheme

**OTTER** – Office of the Tasmanian Economic Regulator

**PASS Inc.** – Proactive Agricultural Safety and Support group

**PBT** – profit before tax

**PCBs** – polychlorinated biphenyls

**ROSCO** – Responsible Officers Coordinating Group

**regulated activities** – actions defined in legislation and administered by the Tasmanian Economic Regulator

**RV2020** – Aurora's vision for reliability in 2020

**SAIDI** – System Average Interruption Duration Index

**SAIFI** – System Average Interruption Frequency Index

**SHE** – safety, health and environment

**SMART goals** – specific, measurable, achievable, relevant and time bound

**TasCOLT** – the Tasmanian Government's fibre-to-the-premises network

**TasCOSS** – Tasmanian Council of Social Service

**TasGovNet** – on-island optical fibre network

**tastec group training** – Aurora's apprentice training provider

**terminal substation** – major transformer station where feeders originate (owned by Transend Networks)

**transmission line** – extra high voltage power supply usually on steel towers

**trip** – switch/circuit breaker has turned off (usually because of a fault on the line)

**TRIP** – Aurora's Targeted Reliability Improvement Program

**TTC** – Tasmanian Theatre Company

**VOIP** – voice over internet protocol

**volt** – unit of potential or electrical pressure

**watt** – rate at which electrical energy is produced or used

**WireAlert** – the trading name of Aurora subsidiary EziKey

**zone substation** – major transformer station where feeders originate (owned by Aurora)

# Aurora's 2008/2009 Balanced Scorecard: objectives and definitions

## Our Shareholders

### Profit After Tax

*Objective:* Aims to focus business decisions on the available funds for distribution to our shareholders.

*Definition:* Profit After Tax (PAT) is a measure that looks at a company's profits after corporate income tax. This measure deducts all expenses from revenue including interest expenses and operating expenses, and the payment of tax.

### Return on Equity

*Objective:* Aims to focus business decisions on maximising shareholder wealth.

*Definition:* Return on Equity (ROE) shows the rate of return on the investment for the Aurora's shareholders, the only providers of capital who do not have a fixed return. The calculation uses Net Operating Profit After Tax divided by average shareholders' equity.

### Operating and Investing Cash Flow

*Objective:* Focus the business on the cash flow implications of decision-making.

*Definition:* Measures the cash flow generated from the operations of the business and investing activity. For the purposes of this measure Aurora defines cash flow as operating profit with non-cash items (primarily depreciation) added back and adjusted for movements in working capital coupled with the investing activity which includes capital expenditure, margin account cash flows and investments purchased or sold.

## Our Customers

### Customer Satisfaction Event Tracking

*Objective:* Aims to ensure that Aurora listens to the voice of our customers, which provides vital feedback on our performance against their expectations.

*Definition:* The results for this measure are obtained monthly via event tracking survey conducted by Tasmanian market researchers EMRS. A number of events have been identified that are considered most important to residential and business customer segments such as: Field Outages; Customer Service Connections; General Inquiries; Customer Service Outages.

### Communities Below Reliability Standard

*Objective:* Aims to improve the reliability of supply to specific communities identified as being below standard.

*Definition:* The number of communities that have SAIDI and SAIFI above the annual targets as established in the Pricing Determination.

### Targeted Reliability Improvement Programs (TRIP)

*Objective:* Aims to improve the reliability of supply to specific communities identified as being below standard.

*Definition:* The Program of Work that aims to improve the reliability of specific communities identified as being below standard.

### System Average Interruption Duration Index (SAIDI)

*Objective:* Focuses on meeting customer expectations of reliability.

*Definition:* The average minutes a customer is without electricity looking back over a 12 month period, based on a standard industry algorithm.

### System Average Frequency Duration Index (SAIFI)

*Objective:* Focuses on meeting customer expectations of reliability.

*Definition:* The average number of interruptions a customer experiences based on a standard industry algorithm.

## Our Community

### Significant Environmental Incidents *\*currently under review*

*Objective:* Focuses the business on minimising the number of detrimental actions and minimising the consequences of any such actions.

*Definition:* This is a measure of the number of incidents that are significantly detrimental to the environment that are the result of an Aurora act or omission. A significant environmental incident is defined as:

- oil spills of over 200 litres (50 litres into a waterway);
- destruction of endangered species, flora or fauna;
- damage or destruction to something of heritage value;
- incorrect disposal of chemicals;
- major non-compliance to a State and Commonwealth Act; and
- sale of contaminated land.

### Significant Public Safety Incidents

*Objective:* Focuses the business on the risk of public safety consequences from our actions and the need to minimise the risk of this occurring.

*Definition:* This is a measure of the number of serious injuries to members of the public as a result of an Aurora act or omission. A serious public safety incident is defined as: 'an injury causing hospitalisation or fatality, or the potential to do so'.

### Corporate Image Indicator

*Objective:* Aims to ensure that Aurora listens to the voice of our community, which provides vital feedback on our performance against their expectations.

*Definition:* This measure relates to community perceptions of how well Aurora behaves as a good corporate citizen, defined as a company that conducts its business in an ethical and responsible way, meets its environmental obligations and strives to contribute to the community.

It is measured in December and June each year via phone survey of residential and business conducted by Tasmanian market researchers EMRS. Randomly selected customers are asked to rate, on a 7-point scale where 1 = Poor and 7 = Excellent, how well they think Aurora behaves as a good corporate citizen in Tasmania. Additionally, ratings are obtained for other selected companies that operate in Tasmania so that Aurora's results can be benchmarked.

## Our Business

### Capital spent on Network Program of Work

*Objective:* Successful delivery of the Network Program of Work. Given the very high level of capital works to be delivered during the life of the current Determination, this measure provides a direct indication of how well we are delivering our planned expenditure on the Program of Work.

*Definition:* Capital spent on Network Program of Work, including major projects, work programs and customer generated work.

### Breaches of the Energy Risk Policy

*Objective:* Ensures the business conducts its energy trading in a prudent and responsible way.

*Definition:* Measures the number of non-technical breaches of the Energy Risk Policy's limits and delegations.

## Our People

### Engagement Survey

*Objective:* Monitors employee feedback, providing vital feedback on improving our workplace.

*Definition:* The Employee Engagement measure is based on the result of the annual Hewitt Best Employer in Australia and New Zealand. The High Performing Zone is between 65 per cent and 100 per cent. This survey measures 21 drivers of employee engagement and enables Aurora to analyse the results in order to initiate required improvement strategies.

### Safety Indicator

*Objective:* Lead indicator on the progress of strategies towards a safer workplace.

*Definition:* This is an aggregated measure based on progress against a set of pre-defined strategies, objectives and initiatives aimed at delivering an improvement in safety performance.

### Lost Time Injury Frequency Rate

*Objective:* Aims to focus the business on identifying and mitigating risks within the workplace.

*Definition:* This is a measure of the number of lost time injuries per million hours worked.

$$\text{LTIFR} = \frac{\text{Number of Lost Time Injuries in the period}}{\text{Number of hours worked in the period}} \times 1,000,000$$

A lost time injury is defined as any injury that results in a person missing at least one full day or shift of work resulting from a workplace injury or illness.



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## INDEPENDENT VERIFICATION STATEMENT

To the Board of Directors, Management and Stakeholders of Aurora Energy Pty Ltd (Aurora Energy):

Aurora Energy commissioned Net Balance Management Group Pty Ltd (Net Balance) to provide independent verification of the occupational health and safety (OH&S) and environmental statements contained within their 2008-2009 Annual Report (the 'report'). The Report presents Aurora Energy's performance over the period 1 July 2008 to 30 June 2009. Aurora Energy was responsible for the preparation of the report and this statement represents the verification provider's independent opinion. Net Balance's responsibility in performing its verification activities is to the Management of Aurora Energy alone and in accordance with the terms of reference agreed with them. Other stakeholders should perform their own due diligence before taking any action as a result of this statement.

### Verification Objectives

The objective of the verification process is to provide Aurora Energy and its stakeholders with an independent opinion on the accuracy of the information presented within the report. This is confirmed through verification of material data and statements, review of underlying systems, processes and competencies that support the material information presented in the report.

### Verification Process and Limitations

The level of verification provided is moderate as defined by the scope and methodology described in this verification statement. The verification process was undertaken in August 2009, and involved the following:

- Review of the OH&S and environmental statements in the Report for any significant anomalies, particularly in relation to significant claims as well as trends in data.
- Review of the accuracy and source of material statements made in the report through examination of 70 selected data points and statements relating to OH&S and environment performance.
- A series of interviews with key personnel responsible for collating and writing various parts of the report in order to substantiate the veracity of selected claims.
- A Global Reporting Initiative (GRI) Application Level check.

The verification process was subject to the following limitations:

- Our scope of work involved the verification of OH&S and environmental statements only.
- The verification process was undertaken through a review of data provided by Aurora Energy. The scope of work was limited to verification of data and statement accuracy only.

### Our Independence

Net Balance was not responsible for preparation of any part of the report. Net Balance has not undertaken any commissions for Aurora Energy in the reporting period. As such the verification team was deemed independent and objective.

### Our Competency

The verification engagement was carried out by an experienced team of professionals led by a Lead Sustainability Assurance Practitioner (Lead CSAP), accredited by the International Register of Certified Auditors UK (IRCA UK). The engagement included consultants with expertise in environmental, social and economic performance measurement.

## Our Opinion

Based on the scope of the verification process, the following represents Net Balance's opinion:

- The OH&S and environmental statements made within in the report reflect the performance achieved in these areas during the period.
- The level of data accuracy was found to be within acceptable limits.
- Data trails selected were easily identifiable and traceable, and the personnel responsible were able to reliably demonstrate the origin(s) and interpretation of data.
- All suggested changes were satisfactorily addressed by Aurora Energy prior to finalising the report.
- The report was found to be a B GRI Application Level.

## The Way Forward

It was found that Aurora Energy has satisfactory processes in place for collecting OH&S and environmental information and that the Report appropriately addresses these material issues. To ensure that Aurora Energy continues to improve, Net Balance has provided recommendations and suggestions with regard to the data management. These have been outlined in a detailed report presented to Aurora Energy's management.

On behalf of the verification team

5 October 2009

Melbourne, Australia



Terence Jeyaretnam

Director, Net Balance & Lead CSAP (IRCA UK)

<b>C</b>	Conformance	<b>IFC</b>	Inside Front Cover
<b>PC</b>	Partial Conformance		
<b>NR</b>	Not Reported		
<b>NA</b>	Not Applicable		

## STANDARD DISCLOSURES PART I: Profile Disclosures

1. Strategy and Analysis			
Profile Disclosure	Description	Page Reference	Report Status
1.1	Statement from the most senior decision-maker of the organisation	14-15	C
1.2	Description of key impacts, risks, and opportunities.	6, 8, 9, 20	PC
2. Organisational Profile			
2.1	Name of the organisation.	IFC	C
2.2	Primary brands, products, and/or services.	6	C
2.3	Operational structure of the organisation, including main divisions, operating companies, subsidiaries, and joint ventures.	10-11	C
2.4	Location of organisation's headquarters.	6	C
2.5	Number of countries where the organisation operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report.	6-7	C
2.6	Nature of ownership and legal form.	6, 88	C
2.7	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries).	29	C
2.8	Scale of the reporting organisation, including: number of employees; net sales; total capitalisation broken down by in terms of debt and equity; and quantity of products or services provided.	3	C
2.9	Significant changes during the reporting period regarding size, structure, or ownership including: number of employees; net sales; total capitalisation broken down in terms or debt equity; and quantity of products and services provided	4-5	PC
2.10	Awards received in the reporting period.	4-5, 48-49, 75	PC
EU1	Installed capacity, broken down by primary energy source and by regulatory regime.	6-7	C
EU2	Net energy output broken down by primary energy source and by regulatory regime.	2, 6-7	PC
EU3	Number of residential, industrial, institutional and commercial customer accounts.	2, 29	PC
EU4	Length of above and underground transmission and distribution lines by regulatory regime.	7	C
EU5	Allocation of CO2e emissions allowances or equivalent, broken down by carbon trading framework.	-	NR
3. Report Parameters			
3.1	Reporting period (e.g., fiscal/calendar year) for information provided.	IFC	C
3.2	Date of most recent previous report (if any).	IFC	PC
3.3	Reporting cycle (annual, biennial, etc.)	IFC	C
3.4	Contact point for questions regarding the report or its contents.	1	C
3.5	Process for defining report content.	IFC	C
3.6	Boundary of the report (e.g., countries, divisions, subsidiaries, leased facilities, joint ventures, suppliers).	IFC, 3, 20, 47, 64	PC
3.7	State any specific limitations on the scope or boundary of the report.	IFC, 3, 20, 47, 64	PC
3.8	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations, and other entities that can significantly affect comparability from period to period and/or between organisations.	IFC, 3, 20, 47, 64	PC
3.9	Data measurement techniques and the bases of calculations, including assumptions and techniques underlying estimations applied to the compilation of the Indicators and other information in the report. Explain any decisions not to apply, or to substantially diverge from, the GRI Indicator Protocols.	65	C
3.10	Explanation of the effect of any re-statements of information provided in earlier reports, and the reasons for such re-statement (e.g., mergers/acquisitions, change of base years/periods, nature of business, measurement methods).	3	C
3.11	Significant changes from previous reporting periods in the scope, boundary, or measurement methods applied in the report.	-	NA
3.12	Table identifying the location of the Standard Disclosures in the report.	148-153	C
3.13	Policy and current practice with regard to seeking external assurance for the report.	IFC, 84, 146-147	C

STANDARD DISCLOSURES PART I: Profile Disclosures *continued*

4. Governance, Commitments, and Engagement			
Profile Disclosure	Description	Page Reference	Report Status
4.1	Governance structure of the organisation, including committees under the highest governance body responsible for specific tasks, such as setting strategy or organisational oversight.	84-85	C
4.2	Indicate whether the Chair of the highest governance body is also an executive officer.	91	C
4.3	For organisations that have a unitary board structure, state the number of members of the highest governance body that are independent and/or non-executive members.	91	C
4.4	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governance body.	81-83, 85	C
4.5	Linkage between compensation for members of the highest governance body, senior managers, and executives (including departure arrangements), and the organisation's performance (including social and environmental performance).	85	C
4.6	Processes in place for the highest governance body to ensure conflicts of interest are avoided.	p 84	C
4.7	Process for determining the qualifications and expertise of the members of the highest governance body for guiding the organisation's strategy on economic, environmental, and social topics.	p 84	C
4.8	Internally developed statements of mission or values, codes of conduct, and principles relevant to economic, environmental, and social performance and the status of their implementation.	IFC, 45, 84	C
4.9	Procedures of the highest governance body for overseeing the organisation's identification and management of economic, environmental, and social performance, including relevant risks and opportunities, and adherence or compliance with internationally agreed standards, codes of conduct, and principles.	84	C
4.10	Processes for evaluating the highest governance body's own performance, particularly with respect to economic, environmental, and social performance.	84	C
4.11	Explanation of whether and how the precautionary approach or principle is addressed by the organisation.	64, 66	C
4.12	Externally developed economic, environmental, and social charters, principles, or other initiatives to which the organisation subscribes or endorses.	IFC, 67	C
4.13	Memberships in associations (such as industry associations) and/or national/international advocacy organisations in which the organisation: * Has positions in governance bodies; * Participates in projects or committees; * Provides substantive funding beyond routine membership dues; or * Views membership as strategic.	43, 81-83	C
4.14	List of stakeholder groups engaged by the organisation.	81	C
4.15	Basis for identification and selection of stakeholders with whom to engage.	81-83	C
4.16	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group.	81-83	PC
4.17	Key topics and concerns that have been raised through stakeholder engagement, and how the organisation has responded to those key topics and concerns, including through its reporting.	30, 46	PC

## STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs)

G3 DMA	Description	Page Reference	Report Status
DMA EC	Disclosure on Management Approach EC - economic performance, market Presence, indirect economic impacts, Key successes and shortcomings, major organisational risks and opportunities, major changes in the reporting period to improve performance and key strategies for implementing policies or achieving performance.	2-3	PC
DMA EN	Disclosure on Management Approach EN - management approach around the key environmental Aspects, goals and performance, policy,	58, 67-71	PC
DMA LA	Disclosure on Management Approach LA - goals and performance, policy, organisational responsibility, training and awareness, procedures related to monitoring and corrective and preventative actions.	85	PC
DMA HR	Disclosure on Management Approach HR - goals and performance, policy, organisational responsibility, training and awareness, monitoring and follow-up, key successes and shortcomings, major organisational risks and opportunities, major changes in the reporting period to systems and structures to improve performance, key strategies and procedures for implementing policies or achieving goals.	49-51	PC
DMA SO	Disclosure on Management Approach SO - goals and performance, policy, organisational responsibility, training and awareness, monitoring and follow-up, key successes and shortcomings, major organisational risks and opportunities, major changes in the reporting period to systems or structures to improve performance.	30-32, 72-80	PC

STANDARD DISCLOSURES PART II: Disclosures on Management Approach (DMAs) *continued*

G3 DMA	Description	Page Reference	Report Status
DMA PR	Disclosure on Management Approach PR - goals and performance, policy, organisational responsibility, training and awareness, monitoring and follow-up, key successes and shortcomings, major organisational risks and opportunities, major changes in the reporting period to systems or structures to improve performance, key strategies and procedures for implementing policies or achieving goals	48	PC
EU6	Management approach to ensure short and long-term electricity availability and reliability.	15, 17, 38, 40-41	PC
EU7	Demand-side management programs including residential, commercial, institutional and industrial programs.	20	PC
EU8	Research and development activity and expenditure aimed at providing reliable electricity and promoting sustainable development.	43	PC
EU9	Provisions for decommissioning of nuclear power sites.	-	NA

STANDARD DISCLOSURES PART III: Performance Indicators

Economic			
Performance Indicator	Description	Page Reference	Report Status
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments.	3, 73-75	C
EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change.	20, 43, 64, 66	C
EC3	Coverage of the organisation's defined benefit plan obligations.	-	NR
EC4	Significant financial assistance received from government.	120	C
EC5	Range of ratios of standard entry level wage compared to local minimum wage at significant locations of operation.	-	NR
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation.	66	PC
EC7	Procedures for local hiring and proportion of senior management hired from the local community at significant locations of operation.	40	PC
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind, or pro bono engagement.	24-25, 39, 42-89	C
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts.	-	NR
EU10	Planned capacity against projected electricity demand over the long term, broken down by energy source and regulatory regime.	-	NR
EU11	Average generation efficiency of thermal plants by energy source and by regulatory regime.	-	NR
EU12	Transmission and distribution losses as a percentage of total energy	64	C
Environmental			
Performance Indicator	Description	Page Reference	Report Status
EN1	Materials used by weight or volume.	22	C
EN2	Percentage of materials used that are recycled input materials.	71	C
EN3	Direct energy consumption by primary energy source.	64-65	PC
EN4	Indirect energy consumption by primary source.	64-65	PC
EN5	Energy saved due to conservation and efficiency improvements.	-	NR
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives.	33	PC
EN7	Initiatives to reduce indirect energy consumption and reductions achieved.	66	PC
EN8	Total water withdrawal by source.	-	NR
EN9	Water sources significantly affected by withdrawal of water.	-	NR
EN10	Percentage and total volume of water recycled and reused.	-	NR
EN11	Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas.	70-71	PC
EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas.	68-70	C
EN13	Habitats protected or restored.	71	C

STANDARD DISCLOSURES PART III: Performance Indicators *continued*

Environmental (continued)			
Performance Indicator	Description	Page Reference	Report Status
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity.	68-70	C
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk.	-	NR
EN16	Total direct and indirect greenhouse gas emissions by weight.	64, 66	C
EN17	Other relevant indirect greenhouse gas emissions by weight.	64	C
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved.	66	C
EN19	Emissions of ozone-depleting substances by weight.	-	NR
EN20	NO <sub>x</sub> , SO <sub>x</sub> , and other significant air emissions by type and weight.	-	NR
EN21	Total water discharge by quality and destination.	-	NR
EN22	Total weight of waste by type and disposal method.	71	PC
EN23	Total number and volume of significant spills.	69-70	C
EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally.	-	NR
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting organization's discharges of water and runoff.	-	NR
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation.	70	C
EN27	Percentage of products sold and their packaging materials that are reclaimed by category.	-	NA
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations.	68, 91	C
EN29	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce.	-	NR
EN30	Total environmental protection expenditures and investments by type.	-	NR
EU13	Biodiversity of offset habitats compared to the biodiversity of the affected areas.	-	NR
Social: Labour Practices and Decent Work			
Performance Indicator	Description	Page Reference	Report Status
LA1	Total workforce by employment type, employment contract, and region.	45	PC
LA2	Total number and rate of employee turnover by age group, gender, and region.	45	PC
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by major operations.	-	NR
LA4	Percentage of employees covered by collective bargaining agreements.	47	C
LA5	Minimum notice period(s) regarding significant operational changes, including whether it is specified in collective agreements.	-	NR
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs.	56	C
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region.	57	PC
LA8	Education, training, counselling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases.	58, 59	C
LA9	Health and safety topics covered in formal agreements with trade unions.	-	NR
LA10	Average hours of training per year per employee by employee category.	54	PC
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings.	46	C
LA12	Percentage of employees receiving regular performance and career development reviews.	47	C
LA13	Composition of governance bodies and breakdown of employees per category according to gender, age group, minority group membership, and other indicators of diversity.	45, 53	PC
LA14	Ratio of basic salary of men to women by employee category.	-	NR
EU14	Programs and processes to ensure the availability of a skilled workforce.	17, 53	C
EU15	Percentage of employees eligible to retire in the next 5 and 10 years broken down by job category and by region.	-	NR
EU16	Policies and requirements regarding health and safety of employees and employees of contractors and subcontractors.	56-59	C

STANDARD DISCLOSURES PART III: Performance Indicators *continued*

Social: Labour Practices and Decent Work (continued)			
Performance Indicator	Description	Page Reference	Report Status
EU17	Days worked by contractor and subcontractor employees involved in construction, operation and maintenance activities.	-	NR
EU18	Percentage of contractor and subcontractor employees that have undergone relevant health and safety training	56-59	PC
Social: Human Rights			
Performance Indicator	Description	Reference	Report Status
HR1	Percentage and total number of significant investment agreements that include human rights clauses or that have undergone human rights screening.	-	NR
HR2	Percentage of significant suppliers and contractors that have undergone screening on human rights and actions taken.	-	NR
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained.	52, 63	PC
HR4	Total number of incidents of discrimination and actions taken.	-	NR
HR5	Operations identified in which the right to exercise freedom of association and collective bargaining may be at significant risk, and actions taken to support these rights.	-	NR
HR6	Operations identified as having significant risk for incidents of child labour, and measures taken to contribute to the elimination of child labour.	-	NA
HR7	Operations identified as having significant risk for incidents of forced or compulsory labour, and measures to contribute to the elimination of forced or compulsory labour.	-	NA
HR8	Percentage of security personnel trained in the organisation's policies or procedures concerning aspects of human rights that are relevant to operations.	-	NR
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken.	-	NR
Social: Society			
Performance Indicator	Description	Page Reference	Report Status
S01	Nature, scope, and effectiveness of any programs and practices that assess and manage the impacts of operations on communities, including entering, operating, and exiting.	67, 71	C
S02	Percentage and total number of business units analysed for risks related to corruption.	45	PC
S03	Percentage of employees trained in organisation's anti-corruption policies and procedures.	45	PC
S04	Actions taken in response to incidents of corruption.	-	NR
S05	Public policy positions and participation in public policy development and lobbying.	74	PC
S06	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country.	-	NR
S07	Total number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes.	-	NR
S08	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations.	58	C
EU19	Stakeholder participation in the decision making process related to energy planning and infrastructure development.	70, 81-83	C
EU20	Approach to managing the impacts of displacement.	-	NR
EU21	Contingency planning measures, disaster/emergency management plan and training programs, and recovery/restoration plans.	38, 54, 55, 62	C
EU22	Number of people physically or economically displaced and compensation, broken down by type of project.	-	NR
Social: Product Responsibility			
Performance Indicator	Description	Page Reference	Report Status
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures.	66	PC
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes.	58	C

STANDARD DISCLOSURES PART III: Performance Indicators *continued*

Social: Product Responsibility (continued)			
Performance Indicator	Description	Page Reference	Report Status
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements.	-	NR
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes.	-	NR
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction.	82	C
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship.	-	NR
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes.	-	NR
PR8	Total number of substantiated complaints regarding breaches of customer privacy and losses of customer data.	-	NR
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services.	-	NR
EU23	Programs, including those in partnership with government, to improve or maintain access to electricity and customer support services.	40	C
EU24	Practices to address language, cultural, low literacy and disability related barriers to accessing and safely using electricity and customer support services.	-	NR
EU25	Number of injuries and fatalities to the public involving company assets, including legal judgments, settlements and pending legal cases of diseases.	73	C
EU26	Percentage of population unserved in licensed distribution or service areas.	-	NR
EU27	Number of residential disconnections for non-payment, broken down by duration of disconnection and by regulatory regime.	35	PC
EU28	Power outage frequency.	17, 36	PC
EU29	Average power outage duration.	17, 36	PC
EU30	Average plant availability factor by energy source and by regulatory regime.	-	NR

esaa Sustainable Practice Framework			
Performance Indicator	Description	Page Reference	Report Status
1	Maintain good corporate governance practices	IFC, 20, 43, 45, 58, 67, 81-85	C
2	Deliver value to shareholders, customers and the community	3, 24-25, 89	C
3	Provide a safe, secure and reliable energy supply	15, 17, 73	C
4	Engage key internal and external stakeholders on significant sustainability matters	46, 81-83	C
5	Maintain and enhance workforce health, safety, wellbeing and development	17, 45, 53, 54, 56, 57	PC
6	Develop and implement climate change responses	3, 64, 66	C
7	Improve environmental performance and resource efficiency	64, 68-71	PC
8	Foster and support community programs	67, 71	C
9	Promote measurement and reporting of sustainability performance	148-156	C



The Net Balance Management Group verified the safety, health and environment sections of this report. Its verification statement is reproduced on previous pages. As stated previously, we will seek to widen the scope of verification in future reports so that we can improve our reporting practice.

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