

# Alinta Energy Sustainability Report

15/16

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# A message from the CEO



Welcome to Alinta Energy's 2015/16 sustainability report, which provides an overview of our economic, environmental and social impacts and activities throughout the year, along with details on our company's values and governance model.

Our sustainability reporting program is designed to help communicate our commitment to corporate responsibility, provide data on our sustainability performance and detail how our company manages its key risks. This report was developed to provide information that is of interest to a range of our stakeholders, including employees, our owners, customers, government, creditors, regulators, non-government organisations, suppliers, neighbours and the general community.

This has been a busy and productive year for Alinta, involving preparations for the listing of our business on the Australian Stock Exchange, which is expected to occur in early 2017. I am confident that the Initial Public Offering (IPO) of Alinta Energy will be a success and I would like to personally thank our dedicated employees for their efforts during the IPO preparation process and for ensuring our business continues to deliver its ongoing plans and strategies during this time of change.

As signaled in our previous sustainability report, this year we closed the Flinders operations comprising the Leigh Creek coal mine and brown coal-fired Augusta Power Stations. Our staff at the Leigh Creek coal mine completed their final shift on 17 November 2015 and the Augusta Power Stations permanently ceased generation on 9 May 2016, representing the end of a proud era for our people, our company and the South Australian community. There is no doubt that the closure of these operations was a difficult event for everyone that invested their time and effort into making these communities and facilities a great place to live and work. I would like to share my sincere thanks to all those who operated these assets safely during a challenging time, and I would like to personally wish our people and their families all the best in their future endeavours.

On 30 June 2016, the Flinders Operations were separated from the Alinta Energy business. These assets are now under the control of Flinders Holdco (referred to as Flinders Power), which has been fully funded to enable it to manage the demolition and site restoration works at the Flinders facilities going forward.

The closure of the Flinders Operations heralds a new era for Alinta Energy. With no ongoing exposure to coal-fired generation assets, Alinta has a relatively low carbon emissions intensity compared to most other major Australian electricity generation companies, and is well placed to grow in an Australian energy industry that is working towards a low carbon future.

Looking forward, our key sustainability objectives will focus on the following areas:

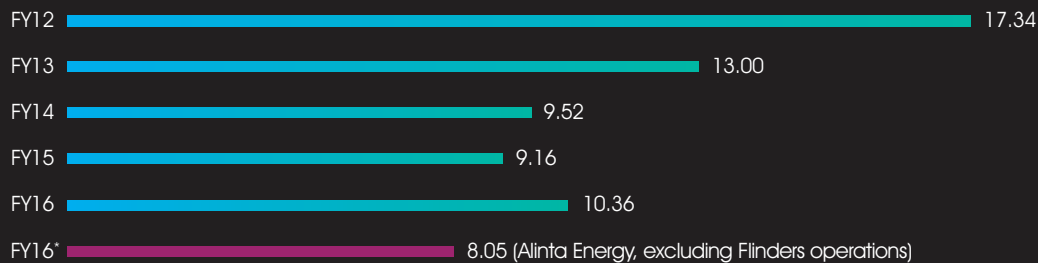
- Safety: relentless pursuit of Zero Harm.
- Employee engagement: providing our people with opportunities to develop their skills and experience during the implementation of exciting new projects that will contribute to the future success of the business.
- Delivering economic value: focusing on growth opportunities (particularly in the Pilbara, West Coast Retail and East Coast Retail) that provide solid returns for our current and new shareholders.
- Clean energy opportunities: expanding our residential solar business and increasing our exposure to large scale renewable energy projects.



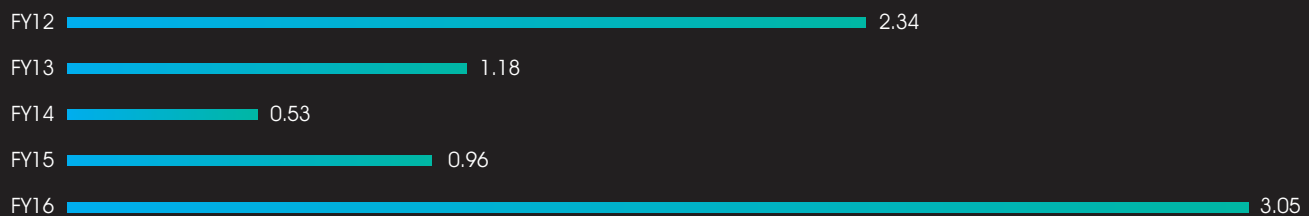
Jeff Dimery  
Chief Executive Officer

# Key sustainability performance measures

## Total Recordable Injury Frequency Rate (Employees and Contractors)



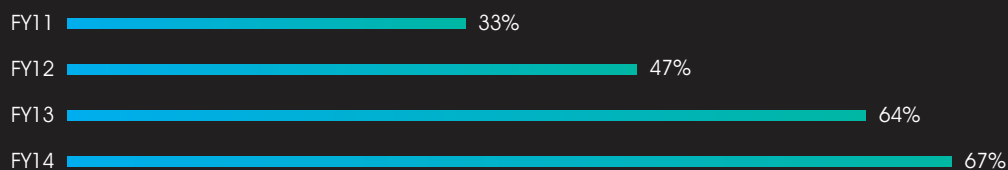
## Lost Time Injury Frequency Rate (Employees and Contractors)



## Underlying EBITDA (exclusive of the Flinders business)



## Employee Engagement



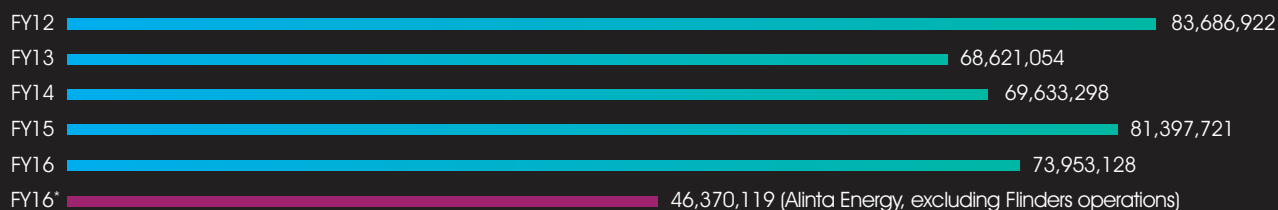
### Notes

Historical safety statistic data has been updated since our previous sustainability report to account for issues such as claims that were rejected and injuries that were reclassified during FY16 (as at 30 June 2016). FY16 safety statistic data is at 30 June 2016 and is subject to change to account for issues such as claims that may be rejected and injuries that may be reclassified.

\* Our Flinders Operations, including the Augusta Power Stations and Leigh Creek Mine, ceased operations during the reporting period and therefore FY16 TRIFR data has been provided exclusive of these power stations as an indicator of our company's potential future TRIFR profile.

# Key sustainability performance measures

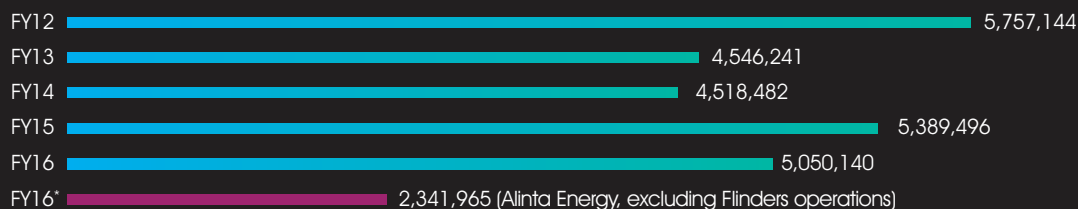
## Fuel Energy Used for Australian power Generation (GJ)



## Fuel Energy Intensity for Australian Power Generation (GJ/MWh)



## Scope 1 Greenhouse Gas Emissions from Australian Power Generation (tonnes CO<sub>2</sub>-e)



## Emissions Intensity of Australia Power Generation (tonnes CO<sub>2</sub>-e/MWh)



### Notes

Energy and emissions data includes only those fuels used to generate electricity, which represents the vast majority of Alinta's energy consumption and emissions.

Excludes Glenbrook Power Station in New Zealand, which is predominately fuelled by off-take gases from New Zealand Steel. Pinjarra gas consumption is associated with electricity generation only, and does not include gas consumed for the generation of steam at this co-generation facility.

MWh based on electricity sent out from the facility

\* Our Flinders Operations, including the Augusta Power Stations, ceased operations during the reporting period and therefore FY16 data has been provided exclusive of these power stations as an indicator of our company's future energy and emissions profile.

# Sustainability activities

The table below provides a summary of progress against the 2015/16 sustainability activities that were proposed in our previous sustainability report.

Planned Activity for FY16	Update on Progress
<b>Safety</b>	
Flinders Closure Safety Management Plan.	Flinders closure Safety Management Plans were developed and presented to the Safety and Sustainability Council.
Corporate Safety Assurance Audits.	Progress against FY15 audit actions was reviewed and a Mobile Plant and Traffic Management audit was undertaken.
Power Generation Occupational Health and Safety Management System.	An Audit Gap Improvement Plan was developed and FY15 audit action implementation is on target.
Review safety related policies.	Consultation drafts of revised key Safety Policies have been circulated for consultation and feedback.
Contractor Health, Safety, Security and Environment (HSSE) Management System improvement project.	The 'Contractor HSSE pre-qualification' element is nearing completion, with the 'Contractor on site HSSE management' element is scheduled for next year.
<b>People and Culture</b>	
Engagement action plans.	The majority of the actions outlined in our employee engagement action plans have been implemented.
Improve the employee information management system.	This activity is pending and will be reviewed in the new year.
Commence systematic analysis of gender diversity.	Gender diversity will be reported against as per the requirements of the ASX Corporate Governance Principals and Recommendations from next year onwards.
Talent management and succession planning.	We continued our talent management and succession planning throughout the year.
On the job learning opportunities and targeted training.	We continued to offer on the job learning opportunities and targeted training throughout the year.
Drive towards a high performance culture.	Individual employee contributions and rewards are linked to the overall company vision and success.
<b>Environment</b>	
Update Environmental Management System.	The Environmental Management System for Alinta Gas Turbine and Cogeneration business was updated.
External sustainability assurance audit recommendations.	Audit recommendations relating to environmental data will be progressively implemented over time.
Emissions Reduction Fund.	Alinta did not to register any projects under the Emissions Reduction Fund during the year.
Flinders 'Closure Plan'.	There was a strong focus on environmental management in the Flinders site closure plans.
<b>Community</b>	
Western Australian operations.	We strengthened our connection with the WA community through a number of grass roots activities.
Support charitable organisations.	We supported a number of charitable organisations throughout the year.
<b>Markets and Customers</b>	
Residential solar solutions in Western Australia.	We successfully launched our residential solar business in Western Australia during the year.
Residential solar solutions on the East Coast of Australia.	Development of our East Coast residential solar business is well progressed and will launch in late 2016.

# Sustainability activities

The table below provides a summary of the sustainability activities that we plan to implement during the 2016/17 financial year to further embed the principles of sustainability into the way we do business.

Focus Area	Key Activities Include
<b>Safety</b>	<ul style="list-style-type: none"> <li>Facilitate an effective safety systems Management of Change process as part of Alinta's listing on the ASX.</li> <li>Undertake a corporate safety assurance audit of the recently revised Working at Height / Falling Objects Major Hazard Standard.</li> <li>Focus on safe delivery of two key Power Development engineering projects at our Newman and Port Hedland facilities.</li> <li>Design and progressively implement the Mental Health strategy / improvement plan.</li> <li>Implement the Retail Solar and the Retail Field Sales Health and Safety Management Plans.</li> </ul>
<b>People and Culture</b>	<ul style="list-style-type: none"> <li>Conduct an employee engagement survey.</li> <li>Continue to improve our employee information management system to facilitate more detailed analysis of employee statistics, skills and talents.</li> <li>Commence reporting on gender diversity as per the requirements of the ASX Corporate Governance Principals and Recommendations.</li> <li>Continue to evolve talent management and succession planning to ensure a strong pipeline of internal candidates and career opportunities.</li> <li>Continue to offer on the job learning opportunities and targeted training.</li> <li>Drive towards a high performance culture through linking individual employee contribution to the overall company vision.</li> </ul>
<b>Environment</b>	<ul style="list-style-type: none"> <li>Increase exposure to large scale renewable energy generation projects, either through signing new off-take agreements or taking an equity stake in new or existing renewable generation facilities.</li> <li>Install a 30MW battery storage facility at the Newman Power Station to improve efficiency and reduce reliance on thermal spinning reserve to achieve the required security of supply, and improving operating efficiencies.</li> <li>Replace one of the existing less efficient turbines at the Port Hedland Power Station with a highly efficient aeroderivative turbine, therefore improving operating efficiencies.</li> <li>Continue to improve the environmental data collection process and procedures, including the incorporation of external assurance audit findings.</li> </ul>
<b>Community</b>	<ul style="list-style-type: none"> <li>Review and refresh Alinta Energy's community development strategy to incorporate recent organisational changes, such as the closure of the Flinders operations, the anticipated listing of Alinta on the ASX and the expiry of a number of corporate partnerships.</li> <li>Continue grass roots charity activities with staff to help worthwhile causes and provide employee giving opportunities.</li> </ul>
<b>Markets and Customers</b>	<ul style="list-style-type: none"> <li>Continue to grow the new residential solar business in Western Australia.</li> <li>Launch a new East Coast residential solar business in South Australia.</li> <li>Open new markets by providing competition for large C&amp;I customers in the North West Integrated System.</li> </ul>







## Our Business

We are the fourth largest non-government owned energy retailer by customer numbers and fifth largest non-government owned energy company by generation capacity in Australia. We have a leading position in the WA gas retail mass market and SME segment and a growing presence on the east coast in both gas and electricity. We are also an independent power producer in the Pilbara and a supplier for high quality counterparties in Australia and New Zealand. Our gas and electricity retail portfolio includes both retail mass market and business customers.

# About Alinta Energy

## Business Overview

We are an Australian energy company with an owned and contracted generation portfolio of 1,957 MW, approximately 800,000 electricity and gas retail customers, and approximately 400 employees across Australia and New Zealand as at 30 June 2016.

Alinta Energy's operations are divided into three business divisions broadly based on geography and business type: West Coast Integrated, Contracted Assets and East Coast Retail.

Following the closure of our Flinders operations, our generation portfolio comprises approximately 90% owned gas generation and 10% contracted renewable generation, with no ongoing coal-fired generation. Alinta Energy does not own upstream gas production fields or facilities.

Fuel for Alinta Energy's generation assets is provided via a mixture of contracts with various suppliers, by-products from co-located industrial processes and renewable sources.

## Where we operate

We are a national energy company that operates in all mainland Australian states as well as New Zealand. On the east coast, our operations span Victoria, Queensland, South Australia and New South Wales, whilst on the west coast, our operations span the resource rich Pilbara region and the south west region of WA (including Perth).

We operate in various gas and electricity markets across Australia, including the South West Interconnected System (SWIS) and North West Interconnected System (NWIS) of Western Australia (WA), as well as the National Electricity Market (NEM) which spans the eastern states of Australia.

## Energy Output, Sales and Customer Numbers

Energy Output	NSW	VIC	SA	WA	QLD	ACT	NZ
Coal mined (tonnes)	-	-	1,242,178	-	-	-	-
Coal-fired Generation <sup>1</sup> (GWh)	-	-	2,374	-	-	-	-
Gas-fired Generation <sup>1</sup> (GWh)	-	195	-	828	1,254	-	-
Co-generation (GWh)	-	-	-	2,026	-	-	562
Wind Off-Take Agreements (GWh)	-	301	-	300	-	-	-
Energy Sales							
Total Gas Sales (GJ)	-	2,128,842	263,915	30,580,143	2,393,145	-	-
Total Electricity Sales (GWh)	225	706	1,922	2,113	389	5	-
Customer Numbers <sup>2</sup>							
Residential	8,952	120,841	59,107	604,000	-	-	-
Business	166	194	3,397	12,150	279	2	1

### Table Notes:

1 'Sent-out' electricity 2 As at 30 June 2016

## Offices

The business is headquartered in Sydney; however, our largest office is located in Perth. We also operate small offices in Adelaide and Melbourne.

## Compliance

The energy industry in Australia is heavily regulated, and therefore compliance management is a key part of our business. We have implemented a range of systems and controls to ensure compliance with relevant legislation. We did not receive any material fines or non-monetary sanctions for non-compliance with laws and regulations during the reporting period.

## Ownership

During the reporting period, our company was owned by a consortium of private investment firms and institutional investors, led by TPG Capital.

# Flinders Closure and Separation



In June 2015, unfavourable market conditions led to the decision to permanently close down our Flinders Operations. The Leigh Creek Coal Mine subsequently ceased operations on 17 November 2015 and the Port Augusta Power Stations ceased generation on 9 May 2016.

The closure of our Flinders Operations signaled the end of an important era for our company and the South Australian community. The people of Port Augusta played a central role in delivering then Premier Thomas Playford's vision of generating South Australia's own electricity, and we have no doubt that the spirit of innovation and resilience within the community will continue into the future.

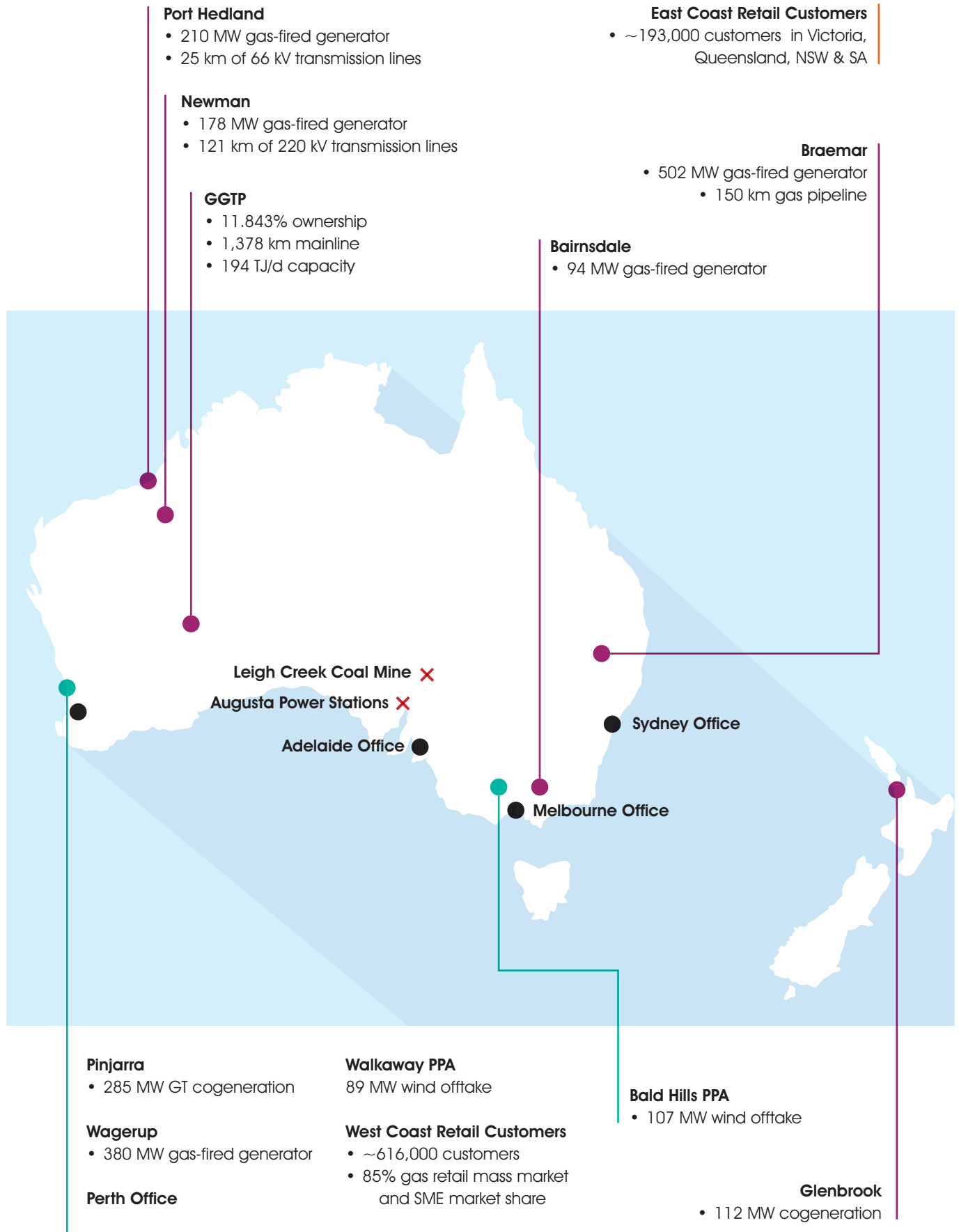
It is important to clarify that the decision to close these facilities was by no means a reflection on the efforts or the dedication of our people. In fact, the commitment, passion and pride of our workforce in the Flinders region were a great asset to our business for many years.

During the closure process, we worked closely with our employees, the South Australian Government, representative unions and local communities to help prepare for the cessation of the Flinders Operations. Approximately 440 employees were affected by the closure and their welfare and that of their families was our highest priority throughout the year. All affected employees received their full entitlements and the company provided additional support services to assist during this transition. Approximately \$75 million in redundancy benefits and entitlements were distributed to employees across the Flinders business.

Effective from 1 July 2016, the Flinders business was separated from the Alinta Energy business. The assets and liabilities (including funding for the estimated future liabilities for decommissioning and rehabilitation) associated with the Flinders operations were transferred to a new company, Flinders Holdco as trustee of the Flinders Holdco Trust, which is referred to as Flinders Power. The separation was also subject to a review and consultation process undertaken by the SA Government. Flinders Power remains under the ownership of Alinta Energy's owners.

From a long-term risk management perspective, the separation from Flinders Power has had a positive impact on our business. We now have zero exposure to coal-fired generation within the portfolio, resulting in a reduction in ongoing earnings risks and lower ongoing capital requirements.

# Office and Asset Locations



● Contracted Assets   
 ● West Coast Integrated   
 ● East Coast Retail   
 ● Offices   
 ✕ Closed Operations

# Operational Power Stations

## Port Hedland Power Station

- Staff: 8
- Capacity: 210MW
- Fuel type: Gas/Distillate
- Load Profile: Intermediate
- FY16 Availability: 93.1%

## Newman Power Station

- Staff: 10
- Capacity: 178MW
- Fuel Type: Gas/Distillate
- Load Profile: Intermediate
- Other: Newman has secured a long-term power purchase agreement (PPA) with Roy Hill Mine.
- FY16 Availability: 92.4%

## Wagerup Power Station

- Capacity: 380MW
- Fuel Type: Gas/Diesel
- Load Profile: Peaker
- FY16 Availability: 96.6%
- Operated by Alcoa of Australia

## Pinjarra Power Station

- Capacity: 285MW
- Fuel Type: Gas
- Load Profile: Base
- FY16 Availability: 91.0%
- Operated by Alcoa of Australia

## Braemar Power Station

- Staff: 8
- Capacity: 502MW
- Fuel type: Gas-fired
- Load Profile: Intermediate Peaking
- FY16 Availability: 97.9%

## Bairnsdale Power Station

- Staff: 5
- Capacity: 94MW
- Fuel Type: Gas-fired
- Load Profile: Peaker
- FY16 Reliability: 95.0%

## Glenbrook Power Station

- Staff: 26
- Capacity: 112MW co-generation
- Fuel Type: Surplus gas from NZ Steel and Waste Heat
- Load Profile: Base
- Other: Integrated into NZ Steel (BlueScope Steel) facility under long-term power purchase agreement (PPA)
- FY16 Availability: 93.7%

# Closed Operations

## Port Augusta Power Station

- Closed on 9 May 2016 and separated from Alinta Energy on 1 July 2016
- Capacity: Northern – 546MW, Playford – 240MW
- Fuel type: Coal
- Load Profile: Base

## Leigh Creek Mine and Township

- Closed on 17 November 2015 and separated from Alinta Energy on 1 July 2016.

# Transmission Infrastructure

## Braemar Gas Pipeline

- 100% investment in 148km long pipeline. Used to supply the Braemar Power Station and transport gas to the Roma to Brisbane pipeline.

## Newman to Roy Hill Electricity Transmission Line

- 120km (220kV) transmission line to supply power from Newman Power Station to the Roy Hill Mine including substations, a distribution system and 6MW of onsite diesel generation.

## Goldfields Gas Transmission Pipeline

- 11.8% investment in 1,380km long pipeline in Western Australia.

## Various

- A number of smaller electricity transmission lines associated with the Pinjarra, Wagerup and Port Hedland power stations.

# Renewable Offtake Agreements

## Walkaway Wind Farm

- 89 MW off take agreement

## Bald Hills Wind Farm

- 107 MW off take agreement

# Offices

## Sydney Corporate Headquarters

- Staff: 91
- Pillars/Business Units: Power Generation, Retail Markets, Wholesale Markets, Finance and Corporate Services
- Other: Base for Alinta Energy's Executive leadership team, national wholesale trading team and many supporting commercial functions

## Perth Office

- Staff: 180
- Pillars/Business Units: Power Generation, Retail Markets, Wholesale Markets, Corporate Services and Finance.
- Other: Home of Alinta Energy's 20-year West Coast retail energy business and in-house customer service centre for Alinta Energy's Western Australian based customers

## Adelaide Office

- Staff: 55
- Pillars/Business Units: Power Generation, Corporate Services, Finance, Retail Markets
- Other: Home to many of Alinta Energy's supporting services, as well as the corporate base for Flinders Operations (Augusta Power Stations & Leigh Creek)

## Melbourne Office

- Staff: 30
- Pillars/Business Units: Retail Markets (East Coast), Power Generation
- Other: Base for East Coast customer service centre, provided through a contractor.

# Key Risks

This Section describes the key risks associated with our business. The risks outlined below are based on an assessment of a combination of the probability of the risk occurring and the impact of the risk if it did occur.

## **Legislation, regulation and policy**

Our business can be affected by changes to legal, regulatory and other government policies, including changes in the interpretation and enforcement of policy. Future changes in such policies or laws are often difficult to predict and are largely beyond our control. Changes in law or regulatory policy could require us to modify our activities or incur costs to ensure compliance. Our business is subject to a wide range of regulations such as tariff setting in some States, customer relations, participation in emissions management, energy efficiency, energy trading markets, environmental compliance, industrial relations, health and safety, gas and electricity markets and competition.

## **Environmental policy**

We are subject to numerous and significant federal, state and local laws, including statutes, regulations, guidelines, policies, directives and other requirements governing or relating to, among other things: protection of wildlife, including threatened and endangered species; air emissions; discharges into water; water use; the storage, handling, use, transportation and distribution of dangerous goods and hazardous, residual and other regulated materials, such as chemicals; the prevention of releases of hazardous materials into the environment; the prevention, presence and remediation of hazardous materials in soil and groundwater, both on and offsite; and land use and zoning matters. Costs may be incurred for capital expenditures under environmental programs to keep our assets compliant with such environmental laws and regulations.

## **Energy market risks**

As a retailer of gas and electricity and generator in a number of different markets, we are exposed to fluctuations in the prices for those energy commodities. We seek to manage this exposure by matching supply contracts with retail and generation requirements, as well as entering into hedging contracts in financial markets. Such hedging may not always be available in all markets or may not be fully effective, resulting in some residual market exposure. There is the risk that counterparties will not meet their contracted obligations or there will be physical disruptions in the market. Actual energy requirements may not match forecast requirements due to a variety of factors that may include weather, technological developments, and changes in regulation or responses to market pricing.

## **Competition**

We operate in several fully contestable energy markets, where customers are able to choose from a number of alternative retailers. For example, there is a risk that competitors could gain market share from our business in markets where we are well established. There is also a risk that we may not be able to compete effectively in new markets that we are seeking to expand our business into.

## **Contracted assets risks**

Our Contracted Assets business depends on long-term revenue agreements with customers and long-term supply agreements with key suppliers. Some of the risks associated with this business include renewal risk, revenue risk, delivery risk, fuel supply risk and efficiency and optimisation work.

## **Financing risk**

We rely on debt and equity financing to fund our operations and our banking facilities will periodically need to be refinanced. We may also seek to raise additional debt finance or new equity in the future to fund the business. A deterioration in the level of liquidity in debt and equity markets, or the terms on which debt or equity is available, may prevent us from being able to refinance some or all of our debt on current terms or at all, or raise new equity respectively.

# Key Risks

## Operational risks

We own, operate and rely upon a number of fixed assets (including generation facilities, electricity transmission lines and gas transmission pipelines) and information technology (IT) systems (including energy trading systems, billing systems and generation systems), whose operational performance may be adversely impacted due to break down, fire, adverse weather, industrial relations disputes, natural disasters, catastrophic events or other unplanned outages. This may cause disruption in our ability to supply customers, incur costs to repair, incur costs to procure alternative sources of supply on market and / or other financial loss.

## Safety

Occupational health and safety is a key risk area in the operation and maintenance of an electricity generation asset. There are risks associated with such activities, such as operational hazards caused by circumstances beyond our control, as well as the inherently dangerous nature of maintenance and construction work involving electricity generation facilities.

## Reputation or brand damage

Our reputation with our customers and consumers generally is a valued aspect of the business. Our reputation and the value associated with our brand could be impacted by a number of factors including:

- interruptions to the supply of electricity or gas to our customers;
- adverse publicity about our business; or
- workplace incidents or disputes with our workforce or contractors.

## Personnel

The successful operation of our business relies on our ability to retain experienced and high-performing personnel. The loss of any key members of management or operating personnel, or the inability to attract experienced personnel, could adversely affect our ability to develop and implement our business strategies.

## Projects

As we expand our existing operations and pursue related projects to grow the business, difficulties may be encountered implementing growth strategies, integrating new customers, retaining existing customers, maintaining or improving levels of customer service, building new assets, expanding existing assets or executing efficiency plans.

## IT Systems

We rely on IT systems for various elements of the business including customer billing, collections, monitoring asset performance, receiving alerts for any incidents and demand forecasting. Inaccurate or untimely information may result in billing and collections errors / inefficiencies, customer complaints, inaccurate measurement of usage rates, inefficient or poor asset performance, operational failures or breakdowns and increased regulatory scrutiny.

## Potential for disputes

We may, from time to time, be involved in legal proceedings with a variety of parties, including, employees, former employees, end-consumers, customers, or suppliers arising in the ordinary course of business or otherwise. We also have significant contractual arrangements from which disputes can emerge. In addition, contractual counterparties may not perform their obligations and we may not be able to recover these losses.

# Risk Management

## Enterprise Risk Management

Our enterprise risk management (ERM) framework supports the organisation's vision of "an engaged risk culture where value preservation is regarded as highly as value creation" and is underpinned by the following principles:

- incorporating the risk management cycle into the operation of all parts of the business;
- a culture where speaking up about risk is welcomed and expected;
- alignment with our high performance vision – namely striving to find a solution to complex risk problems; and
- encouraging individuals to take a step back and consider the risk implications of their decisions in conjunction with cost / benefit considerations.

Our biannual ERM Top Risk program is a bottom-up process focused on taking ownership for risk and includes a divisional risk register that covers all leaders within the group. These divisional risks are reported up through the executive leadership to the Board.

Our ERM framework is supported by a Board level risk governance structure. Key components include:

- Audit and Risk Committee;
- Safety and Sustainability Committee;
- Energy Trading Committee; and
- People, Remuneration and Nomination Committee

Our risk management function is based on a framework of risk management strategies, mitigation procedures and risk management processes that seek to match an appropriate level and mix of risk to the risk profile of the relevant business.

## Insurance

As part of its risk management program, we carry various types of insurance, including property damage, workers' compensation, combined liability, Directors' and Officers' liability insurance, corporate travel, motor vehicle, marine transit, group journey injury and group personal accident cover. These insurances and their deductibles are maintained at levels that we believe are adequate, reasonable and consistent with industry standards.

## The Risk Management Cycle

### 1. Identify

What can go wrong?

### 2. Measure

Likelihood & Consequence

### 3. Evaluate

Compare risks, Prioritise risks

### 4. Manage/Treat

Terminate, reduce, avoid, transfer or retain

### 5. Communicate, monitor & review

Critically observe performance, determine effectiveness



# Growth and Opportunity

Our management team is focused on delivering growth in each of its respective businesses and has developed a clearly defined agenda founded on four strategic growth pillars being:

## **West Coast Retail**

We have the leading market share in the Western Australian gas retail mass market and Small to Medium Enterprise (SME) segment, due to our long established presence, customer focus, brand positioning and efficient product offerings. We believe that we are well placed for increased profitability across both gas and electricity retailing businesses due to forecast reductions in the underlying cost base, as well as an improvement in our relative competitive position, backed by attractively priced long-term gas contracts.

## **East Coast Retail**

Our East Coast Retail business is forecast to benefit from continued strong earnings growth, as we target new customers and expect further reductions to churn and bad debts as our new operating model is implemented. Furthermore, we will look to leverage the existing capability we have developed in the west to help grow the business on the east coast.

## **The Pilbara**

The majority of our forecast growth in the Contracted Assets business is expected to come from initiatives already underway in the Pilbara where capital investment has been approved by the Board. These initiatives provide further enhancements in reliability, efficiency and emissions reductions. Improvements will be made through the installation of a new and more efficient gas turbine at Port Hedland and delivery of a battery storage facility at Newman, as well as procuring electricity from more efficient sources of supply. Using our competitive position, we expect to deliver growth through new customer connections in the North West Interconnected System (NWIS). We are one of only two active licenced electricity retailers in the NWIS, and we have commenced our plan to provide more efficient energy solutions to businesses in this market.

## **Clean Energy Opportunities**

To comply with the requirements set out in the Renewable Energy (Electricity) Act 2000, electricity retailers are required to purchase or generate Large-scale Generation Certificates (LGCs) for surrender. We have a pro-active approach to managing our LGC book and we will continue to make economically rational decisions about whether to cover our forecast LGC deficit by acquiring and / or generating LGCs, or paying a penalty for each LGC shortfall we may have. To cover our current LGC requirement, we purchase LGCs under longer term off-take agreements (with Mitsui at Bald Hills and with Infigen at Walkaway), which provide an adequate base for our LGC requirements. Any further LGC obligation can be satisfied via market purchases or through discrete bilateral agreements. To prepare for the forecast shortfall of LGCs in the market, we are actively considering a pipeline of new build renewables opportunities for the future.

## Our sense of purpose

# Our challenge is to make energy more affordable

## Our values

### Safety

Safety is our highest priority and always comes first when making choices in our business

### One Alinta

We are one team that works together for the same purpose

### Customer Focus

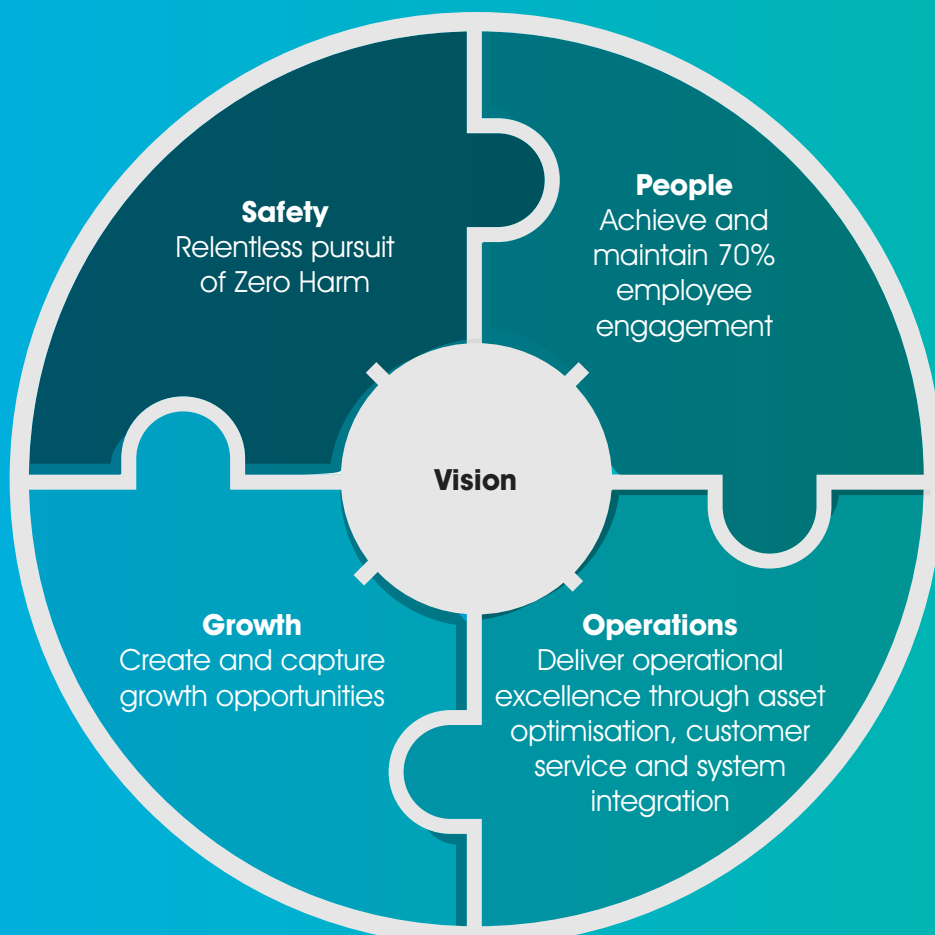
We are a business focused on the customer, providing great service externally and internally. Our goal is to be the customer's first choice.

### Integrity

We are true to our word, treating people with respect and taking personal responsibility for our actions.

### Leadership

We are industry leaders, committed to helping employees grow and develop, and achieve superior results.



# Business Structure and Governance

We are committed to conducting business in an ethical manner and maintaining high corporate governance standards.

## Board of Directors

Following the listing of Alinta Energy on the Australian Stock Exchange which is expected to occur in early 2017, Alinta Holdings' Board of Directors will comprise five independent non-executive Directors (including the chairman), one Executive Director and one non-independent non-executive Director. Three committees assist the Board in fulfilling its responsibilities, namely: the Safety & Sustainability Committee, the Audit & Risk Committee and the People, Remuneration & Nomination Committee. The group's sustainability initiatives and monitoring of sustainability performance are primarily the responsibility of the Safety & Sustainability Committee.

## Code of Conduct

Our Code of Conduct applies to all employees and forms the basis for all of our policies and procedures. It is designed to be used by our employees as a standard for personal and professional ethical decisions.

## Executive Leadership Team

On 27 September 2016, changes to Alinta's Executive Management Team were announced to reflect our new business structure following the closure and subsequent exit from the Flinders operations.

Following these changes, our business units were led by the following Executive Directors, who all report to **Jeff Dimery**, Chief Executive Officer:

- **Jim Galvin**  
Executive Director – Retail Markets;
- **Ellen Lambridis**  
Executive Director – Energy Wholesale & Capital Management;
- **Ken Woolley**  
Executive Director – Power Generation;
- **David Goldsmith**  
Chief Financial Officer; and
- **Daniel McClelland**  
Executive Director – Corporate Services.

## Company Structure

At Alinta Energy, we want our people to have autonomy and accountability and therefore our organisational structure is designed to facilitate agility and efficient decision-making. Our vertical-integration is represented through the three 'pillars' of our business: Power Generation, Energy Wholesale and Retail Markets. Our support services reinforce our strategy through two additional business units: Finance and Corporate Services.

## Alinta Energy Business Structure

### Power Generation

- Power Station Operations
- Power Development
- Commercial (Power Generation)

### Energy Wholesale

- Capital Markets
- National Spot Trading
- Gas Trading
- Energy Pricing
- Systems & Analytics
- Analysis & Regulation
- Environmental Products Trading
- WA Wholesale Markets
- Commercial (Wholesale)

### Retail Markets

- East Coast Retail
- West Coast Retail
- Residential solar
- Small & Medium Enterprise
- Commercial & Industrial
- Marketing
- Customer Service

### Finance

- Group Finance
- Treasury
- Taxation
- Information Technology
- Risk Management
- Strategy & Planning
- Payroll
- Accounts Payable
- Strategic Projects

### Corporate Services

- Safety
- Sustainability
- Talent Management
- Recruitment
- Culture & Learning
- Internal Communications
- Insurance
- Legal
- Regulatory
- Company Secretarial
- General Council
- Government Relations
- Community Relations
- Media

# Economic Contribution & Performance

Maintaining a healthy financial position is important to the stakeholders that rely on our business as a source of income. Our executive team is therefore dedicated to ensuring the business achieves its economic objectives.

## Direct Economic Value

The 'Economic Value Distributed' table below demonstrates that the economic value generated by our business is shared amongst many of our key stakeholders, including our suppliers, employees, financiers, owners and the government.

Economic Value Distributed (FY16)	\$Million (AUD)	Revenue by Type (FY16)	\$Million (AUD)
Operating costs, including suppliers	1,849.8	Electricity revenue	821.3
Employees' wages and benefits	121.6	Gas revenue	647.8
Finance expenses	167.9	Other retail revenue	40.7
Income tax	49.8	Contracts & trading revenue	693.6
Net profit after tax	30.2	Other income adj.	15.8
<b>Total</b>	<b>2,219.2</b>	<b>Total</b>	<b>2,219.2</b>

- For the purpose of consistency, we have not prepared the economic data presented in this section of the report in line with GRI G4-EC1, and have instead chosen to present the data in line with the audited financial statements which is in line with accounting standards.
- Includes the Flinders Business

## Indirect Economic Value

The ability to generate safe, clean, affordable and reliable energy is an essential ingredient in the creation of a stable and prosperous society. The energy our company generates and sells creates indirect value by enabling our customers to succeed, and in turn offer additional employment and business opportunities throughout the economy.

Our financial contributions to charity organisations also help to provide key support services to members of the community and those in need.

## Financial Performance

The table below sets out our underlying EBITDA by business unit for FY14 to FY16, exclusive of the recently closed Flinders business.

Segment Underlying EBITDA, \$ millions	FY14	FY15	FY16
West Coast Integrated	209.4	236.9	237.1
Contracted Assets	158.0	155.4	162.1
East Coast Retail	9.2	9.5	21.5
Underlying EBITDA pre corporate and other costs	376.6	401.8	420.7
Corporate and other <sup>1</sup>	(46.0)	(44.0)	(48.5)
<b>Group Underlying EBITDA</b>	<b>330.6</b>	<b>357.8</b>	<b>372.2</b>

### Notes

1. Reflects corporate costs incurred at the head office level, as well as gains and losses from the on-sale of Large-scale Generation Certificates (LGCs) to Alinta Energy's electricity customers.

Underlying EBITDA represents earnings before interest, tax, depreciation and amortisation for our business from its underlying operating activities. It also excludes items which are not reflective of our underlying operations such as finance lease accounting adjustments, unrealised currency gains and losses, adjustments which relate to onerous contracts which are currently winding down, unrealised gains and losses on derivative instruments, impairment of intangible assets, restructuring and transition costs, transactional costs as well as other non-operating items.


Our financial accounts are audited by an independent accounting firm to ensure they provide an accurate representation of our company's financial position.

## Invested Capital

Alinta Energy's total invested capital at the end of the reporting period was \$AUD2.6 billion, which comprised \$AUD1.3 billion of equity and \$AUD1.3 billion of net debt.

## Consolidated Accounts

A copy of Alinta Energy's consolidated accounts is available for purchase via the Australian Securities and Investment Commission (ASIC) website (<http://asic.gov.au>).



**SAFETY IS OUR HIGHEST  
PRIORITY AT ALINTA  
ENERGY AS WE STRIVE  
TO ACHIEVE OUR SAFETY  
VISION OF EVERYONE,  
EVERY DAY, EVERY JOB:  
ZERO HARM.**



everyone, every day, every job: Zero Harm



# Safety

The health and safety of our employees, contractors, customers and the community is our highest priority, and our safety management focus is the 'relentless pursuit of Zero Harm'.

All people involved in our operations are supported and represented by various safety management bodies. At an organisational level, a representative Safety and Sustainability Council operates under the oversight of the Board Safety & Sustainability Committee. Our operational workforce is represented by formal consultative health and safety committees (or other appropriate safety forums) at each site, that help to monitor and advise on occupational health and safety programs.

## Safety Policy

All people involved in our operations have a responsibility to proactively apply the Health and Safety Policy, which is designed to inform and guide decision-making, objectives and actions.

## Safety Audits

Following the first cycle of our Corporate Safety Assurance Audit Program across all operational sites in the previous reporting period, significant work was completed closing the gap on improvement opportunities identified. In addition, the second cycle of our Corporate Safety Assurance Audit Program was run across all operational sites involving the application of our Mobile Equipment / Traffic Management Major Hazard Standard audit protocol.

## OHS Management Framework

Our Occupational Health and Safety (OHS) Management Framework is applicable to all people on our sites, regardless of their employment status. This includes employees, contractors, volunteers and others who could be impacted by our organisation's operations. Our managers are required to ensure that their OHS management systems and procedures comply with the Framework and referenced documents, and are consistent with Australian/New Zealand Standard 4801 occupational health and safety management systems (AS/NZS 4801:2001).

## Contractor Safety

We engage contractors to supplement our own workforce, during both normal operations and high labour demand periods, such as major plant shutdowns. Contractor safety is managed through the application of a contractor pre-qualification process, formal risk assessment of specific contracts and through on-site contractor management and supervision. This includes the collaborative completion of a comprehensive Contractor Health, Safety and Environment Management Checklist and implementation of contract specific safety management plans. All contractors receive a site specific safety induction before performing work on our sites, with worker competencies and qualifications confirmed as being appropriate to the contract's scope of work.

## Emergency Simulation Exercise

As part of our commitment to safety, we regularly carry out simulations of emergency situations. By conducting these simulations, the teams are able to rehearse implemented emergency procedures, test the compliance of site response processes and then assess where they could be improved. For example, on 15 and 16 June 2016, members of our Power Generation team carried out an emergency simulation at Port Hedland Power Station. This exercise involved local emergency services and police, who took the opportunity to put their own emergency responses into practise. Overall the simulation was a success, and allowed our people to assess the current effectiveness of vital components of an emergency response such as: response plan effectiveness, teamwork efficiencies and internal/external stakeholder management and communication.



Port Hedland Emergency Simulation Exercise

## People

Informed, aware and making safe choices.

## Systems

Improving our systems to drive safer outcomes

## Workplace

Eliminating hazards and reducing risks in our workplace

## Culture

Increasing trust, involvement and learning

## Leadership

Doing what it takes to make Zero Harm happen.

We continue to drive the AlintaSafe model across our business, with the objective of lifting the cultural profile and visibility of safety throughout the organisation, in conjunction with working to eliminate hazards, reduce risks and improve safety systems.

This involves leaders not only reinforcing our safety vision of 'everyone, every day, every job: Zero Harm' with words, but with effective action. The AlintaSafe strategic model is our roadmap for achieving this 'Zero Harm' vision, with our leaders 'doing what it takes to make Zero Harm happen' the foundation pillar of the model.

To underpin our people being 'informed, aware, and making safe choices', we refreshed the understanding and application of the following three AlintaSafe Core Principles across the business during the reporting period.

- We always stop and think;
- We don't cut corners; and
- We speak up for safety.

### Safety Performance

There were no work-related fatalities within our workforce or with contractors working on any of our projects or operations during the reporting period. This outcome was delivered during the closure process of our Leigh Creek Coal Mine and Port Augusta Power Stations, a period of increased risk and distraction. A comprehensive transition to closure program was developed and effectively implemented, providing increased focus on safety and support to workers.

Improved leadership, commitment, planning and implementation across all elements of the AlintaSafe strategic model has continued to result in ongoing and significant improvement in workplace safety management and particularly in our management of major hazards.

Our Total Reportable Injury Frequency Rate (TRIFR) during the reporting period of 10.36 (though a 13.1% increase over the previous reporting period result), represents a 40% improvement in performance since 2012. The FY16 TRIFR excluding the Flinders business was 8.1, which represents an 11.6% improvement compared to the previous period. While our Lost Time Injury Frequency Rate (LTIFR) safety performance increased from 0.96 last year to 3.05 this year, this result continues to compare favourably with industry sector benchmark averages. Three of the five lost time injuries for FY16 occurred within our business outside of the Flinders operations, which had not sustained a lost time injury for the previous four years. Graphs of our current and historical safety performance are provided on page 2 of this report.

We remained focused on progressively improving overall safety management, injury and illness prevention, and positive lead indicator performance improvements delivered during the reporting period. For example, our near miss and hazard reporting rate continues to grow, with over two reports per person on average achieved. The majority (78%) of Incident Management System reports raised through the period provided opportunities to take preventative action before actual injury, illness and/or damage became a reality. We are also pleased with the improving speed and quality of closure rates on formal safety related actions from Health and Safety Plans, incident investigations and audit recommendations. We are confident that our continuing efforts will be reflected in future safety performance data.

# Employment

We recruit from a wide pool of talent to ensure the diversity of experience and perspective necessary to promote innovation and creativity.

## Employment at Alinta Energy

We have a strong focus on building a culture of achievement that encourages employees to deliver above-average results while living our Vision, Sense of Purpose and Values. We strive to create a high-performance culture by setting clear expectations, defining employees' roles and providing opportunities for continued employee growth and development.

Employment is managed by our People & Culture team, which focuses on three key levers, namely talent, culture and engagement. We believe that excellence in these three levers leads to sustained business performance and profitable growth.

To achieve this, People & Culture strategically partners with the business in areas such as talent management, leadership development, recruitment and internal communications. Relevant resources, such as policies, forms and user guides, are made available to all our employees via the company's intranet.

The tables below provide a summary of our employee and government bodies' employment information and composition statistics as at 30 June 2016.

## Employee and Governance Bodies' Employment Information

	Employee Numbers		Full Time/Part Time		Employment Type		
	Total	FTE <sup>1</sup>	Full Time	Part Time	Salaried <sup>2</sup>	Casual	EBA <sup>3</sup>
All Employees	408	396	371	37	388	2	18
Board of Director Positions	11	NA	0	11	11	0	0
Executive Positions	8	8	8	0	8	0	0
Senior Leader Positions	59	58	56	3	59	0	0
New Employees	136	121	116	20	120	14	2
Departing Employees <sup>5</sup>	559	520	511	48	221	38	300
Average tenure of departing employees (years)		12.1	13.0	2.0	8.0	1.1	16.5

## Employee and Governance Bodies' Composition Statistics

	Gender		Location		Age		
	Females	Males	Regional <sup>4</sup>	City	Under 30	30 to 50	Over 50
All Employees	180	228	33	375	94	239	75
Board of Director Positions	0	11	0	11	0	3	8
Executive Positions	1	7	0	8	0	6	2
Senior Leader Positions	17	42	5	54	2	45	12
New Employees	64	72	21	115	60	65	11
Departing Employees	101	458	444	115	71	250	238
Average tenure of departing employees (years)	4.9	13.7	14.0	4.5	2.0	7.2	20.2

### Table Notes

1 FTE = Full Time Equivalents

2 Salaried employees are permanent employees on a fixed salary that is subject to annual review

3 EBA = Covered by an Enterprise Bargaining Agreement.

4 Regional is defined as an employee's work location that is more than 80km outside of a Capital City

5 Departing employees include people that were transferred from Alinta Energy to Flinders Power on 30 June 2016.



# Employment

## Recruitment and Retention

We are committed to best practice recruitment and selection activities that attract and appoint employees of the highest calibre, whilst adhering to all relevant legislation, organisational objectives and policies.

We also focus on retaining valuable skill sets and institutional knowledge through the provision of an environment that encourages the development, retention and promotion of existing employees.

## Freedom of Association and Enterprise Bargaining

All our employees and contractors have the right to exercise freedom of association, including the right to become or not to become a member of industrial associations such as trade unions. Employees also have the right to become involved in an enterprise bargaining process, where the employee and their representative (such as a union or other bargaining representative) negotiate with the company for an enterprise agreement.

## Labour Management Relations

Management's relations with our employees are based on the principles of merit, fairness, equal opportunity and diversity. The company's employment practices are also governed by relevant legislation and industrial instruments.

Our company complies with minimum notice periods regarding operational changes, including whether these are specified in collective agreements, as per the Fair Work Australia requirements and the National Employment Standards.

## Whistle-Blower Hotline

Our employees are strongly encouraged to report illegal or inappropriate acts to their manager. We have also implemented a whistle-blower hotline to ensure that all individuals have an additional channel to raise concerns without harassment or discrimination and give confidence that all concerns will be appropriately investigated. The Alinta Energy Hotline is a completely independent service provided by Deloitte. Reports can be made directly to Deloitte via telephone, email, on-line or by post.

## Grievance Mechanisms

All reported employee grievances are investigated promptly, confidentially and impartially in consultation with the employee(s) concerned. Wherever possible, we seek for employee grievances to be resolved at the workplace level through the supervisor / manager. Grievances that cannot be resolved at this level are managed at a more senior level in the organisation.

There were no substantiated grievances relating to labour practices raised during the reporting period.

## Employee Assistance Program

We provide free, confidential and professional assistance to our employees and extended family, through our Employee Assistance Program (EAP). The EAP offers counselling for employees who may be dealing with emotional stress in their professional or personal life. Our company has appointed Inwit Consulting as the EAP provider. Inwit are a group of qualified social workers, counsellors and occupational therapists who have been operating in critical incidents, post trauma and employee assistance for twenty years.

# Employment

## Fair Treatment

Fair treatment is the foundation of a positive organisational culture, evidenced by a workplace where mutual respect, strong personal ethics and support of co-workers are evident.

We do not tolerate any unfair treatment of our employees or anyone in the workplace. All employees and contractors are responsible for contributing to a workplace in which employees feel their working environment is free from harassment, bullying, discrimination and all other types of unfair treatment.

All reported incidents of discrimination are taken seriously and are documented and investigated.

There were no confirmed breaches or incidents of discrimination reported by our employees during the reporting period.

## Gender Equality

We recognise the importance of ensuring equal opportunities and remuneration for both the men and women that work for our business.

We are planning to undertake a systematic analysis of gender diversity using the Chief Executive Women (CEW) Gender Diversity Kit during the next reporting period, to better understand gender equality issues within our business. CEW spent over two years creating this Kit with input from CEOs, Boards, Government Agencies and Academia. The Kit has been used by over 100 organisations, who acknowledged valuable insight and progress from using the Kit and the diagnostic tool to gather the relevant facts within their own organisations.

We also plan to undertake a review of our employment data management systems to ensure it has the functionality required to comply with the ASX reporting requirements relating to gender diversity.

## Performance Review and Career Development

We promote positive performance reviews where employees are coached and encouraged rather than being disciplined in a punitive manner.

Our performance review and career development program provides our leaders with the tools they need to help our teams perform their duties to the best of their ability and to achieve the goals and outcomes required of their position. Employees are provided with opportunities to increase their skills and knowledge and to develop their careers through employee development plans.

All our employees are required to complete a formal achievement review and development plan each year.

## Employee Training

We recognise that providing opportunities for learning and development are vital to attracting and retaining a skilled and talented workforce, providing for our company's current and future needs and facilitating career progression.

Our People & Culture Team run an 'Achievement Program' every two years, which non-management level employees attend. This training program is designed to contextualise the company's vision, discuss the culture that will help achieve the vision, highlight our company's values and desired behaviours, and explain the purpose of our employee development plans.



# Employment

The People & Culture team also run a 'Leadership Program', which is delivered to senior leaders across the business. This program is designed to articulate the desired qualities of our company's leaders by providing details on the behaviours that have been demonstrated to drive great leadership. The program also provides feedback and coaching on each leader's current behaviours and leadership style using the Human Synergistics® Life Styles Inventory™ tool. The overall aim of this training program is to provide key personnel with practical tools that will improve their leadership skills.

## Employee Engagement

Our company's 2014 Aon Hewitt engagement score indicated that 67% of our employees were engaged. This score marks the next chapter of our engagement journey (33% in 2011, 47% in 2012, 64% in 2013) and positions us much closer to achieving our ultimate goal of sustaining engagement above 70%. Our 2014 result of 67% places us in the top quartile range of organisations across Australia and New Zealand, and also moves our company into Aon Hewitt's 'High Performance Range'.

Given the large-scale corporate changes that recently took place within our organisation, such as the closure of our Flinders operations and preparations for the listing of our business on the Australia Stock Exchange, we decided not to remeasure employee engagement during the reporting period. The next Aon Hewitt employee engagement survey is scheduled to take place during the 2017 calendar year and will therefore be representative of engagement during a business as usual environment.

## Restructuring and Redundancy

Due to the closure of our Flinders Operations during the year, approximately 440 employees were made redundant. The welfare of these employees and their families was our highest priority throughout the closure process.

To help the people impacted by the closure to transition to the next phase of their lives, we invested over \$3.5 million in voluntary funding to provide a suite of transitional support services. The allocation of this funding was split between retraining and reskilling assistance, financial advisory services, career counselling, wellbeing and human resource support, as well as Transition Centres and other job opportunity services. This funding was on top of the circa \$75 million of redundancy benefits and entitlement packages that were distributed to employees across the Flinders business.







## Environment

We understand the importance of looking after our shared environment and we are therefore committed to working towards a sustainable energy future.

This year we took steps to prepare our company for a carbon constrained future and reduce our carbon related risks, which included closure of our brown coal-fired power station, assessing how best to increase our exposure to large-scale renewable generation and establishing a residential solar business.

# Energy & Carbon Emissions

One of our Environment and Community Policy commitments is the 'systematic identification, investigation, evaluation and reporting of natural resource reduction and energy efficiency improvement opportunities'.

## Fuel used for Thermal Generation

The most significant 'materials' consumed by our business relate to the fuels used to generate electricity. Our facilities generate electricity (and in some cases steam) by converting the energy contained in fuels supplied from a variety of sources.

Our gas turbine facilities, which are located around Australia, consume natural gas and coal seam methane sourced from a variety of third party suppliers. Our cogeneration facility in Pinjarra also uses waste heat from the natural gas-fired turbine to generate steam for use in Alcoa's alumina refinery. Our Glenbrook Power Station is fully-integrated into the New Zealand Steel plant and uses waste heat and surplus gas from the iron-making process to generate electricity. Our Port Augusta Power Stations combusted brown coal sourced exclusively from our Leigh Creek Coal Mine, however, these facilities permanently ceased operating during the reporting period.

Regional data on the quantity of fuels that were combusted in our thermal power stations and the resulting greenhouse gas emissions during the reporting period is provided in the tables below.

## Carbon Emissions Regulation

The primary Federal Government program aimed at reducing carbon emissions is the Emissions Reduction Fund (ERF). The ERF's carbon abatement auctions are voluntary and provide incentives to organisations and individuals to adopt new practices and technologies that reduce emissions. Under the ERF, the Clean Energy Regulator (CER) oversees the creation of Australian Carbon Credit Units (ACCUs) by eligible projects, which can be sold to the Government via voluntary auctions or sold on the secondary market.

To ensure these emissions reductions are not displaced by a material rise in emissions elsewhere in the economy, the ERF includes a Safeguard Mechanism, where covered facilities are required to keep their emissions at or below a baseline set by the CER. Facilities that breach their baseline emission levels will need to acquire and surrender sufficient ACCUs to offset the emissions that are above their baseline. We believe that the risk of this happening at our power stations is very low in the short to medium term. This is because, with the exception of the Newman Power Station, our Australian generation assets are grid-connected and are therefore covered by the electricity generator's sectoral baseline. As a result, these power stations are not required to remain below their individual facility emissions baselines until after the sectoral baseline has been breached, which we consider is unlikely to occur in the short to medium term. Although the Newman Power Station is not covered by the sectoral baseline, it is considered very unlikely to exceed its individual facility emissions baseline in the near future.

## Energy Consumption for Electricity Generation

State	Brown Coal (GJ)	Natural Gas (GJ)	Coal Seam Methane (GJ)	Diesel (GJ)	Fuel Oil (GJ)	Energy Content of Fuels (GJ)
South Australia	26,708,350	-	-	-	77,177	26,785,527
Queensland	-	-	14,407,526	-	-	14,407,526
Victoria	-	2,089,238	-	-	-	2,089,238
Western Australia	-	29,850,052	-	23,303	-	29,873,355
<b>Total</b>	<b>26,708,350</b>	<b>31,939,290</b>	<b>14,407,526</b>	<b>23,303</b>	<b>77,177</b>	<b>73,155,646</b>

## Scope 1 Emissions from Electricity Generation (tonnes CO<sub>2</sub>-e)

State	Brown Coal	Natural Gas	Coal Seam Methane	Diesel	Fuel Oil	Total Emissions
South Australia	2,624,122	-	-	-	5,699	2,629,821
Queensland	-	-	715,000	-	-	715,000
Victoria	-	107,616	-	-	-	107,616
Western Australia	-	1,517,713	-	1,636	-	1,519,349
<b>Total</b>	<b>2,624,122</b>	<b>1,625,329</b>	<b>715,000</b>	<b>1,636</b>	<b>5,699</b>	<b>4,971,786</b>

# Energy & Carbon Emissions

The ERF has the advantage of being technology neutral and supporting the most cost effective forms of carbon abatement, which allows the market to find the most efficient ways of achieving the programs objectives. The challenge, however, is that the ERF does not establish a cap on Australia's emissions and therefore alternative or revised policies may be required to ensure Australia can meet its greenhouse gas reduction target of 26-28% below 2005 levels by 2030. We believe that Australia's future carbon policy should comprise stable, market-based programs that have bipartisan support, therefore creating the certainty needed for large scale, long term investment in emissions reduction and carbon abatement activities.

Our ongoing generation mix (with no coal-fired assets), places us in a relatively strong position in an economy that is moving toward a carbon constrained future. This would be particularly evident if the market moves to an environmental which incorporates an explicit price on carbon. We would likely be a net beneficiary in this scenario as our assets typically have a lower carbon intensity relative to the averages of the respective marketplaces in which they operate, as shown in the graph on page 30.

## Carbon Emission Performance

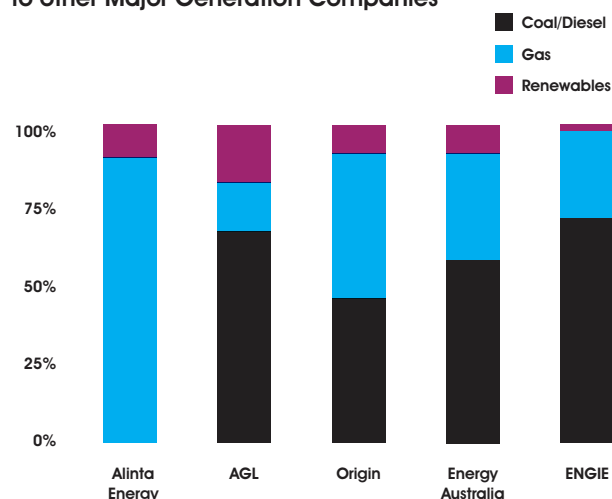
We are committed to ensuring that our electricity generation assets convert fuel energy into electricity as efficiently as practical. We continually strive to reduce our greenhouse gas emissions, within the practical limits set by the nature of our generation portfolio.

Alinta Energy and its predecessor companies have been reporting energy consumption, energy generation and greenhouse gas emissions via the National Greenhouse and Energy Report (NGER) scheme since the 2008/09 financial year.

The energy consumed and scope 1 greenhouse gas emissions associated with our electricity generation activities during the reporting period were lower than the previous reporting period, (as shown in the graphs on page 3), primarily due to a reduction in generation at our Braemar Power Station during the reporting period. The emissions intensity and energy efficiency of our electricity generation activities, however, has remained relatively consistent from year to year. The relatively small changes in these intensities over time are associated with year-to-year variations resulting from operational factors such as plant performance and changes in generation fuel mix.

Given that our Flinders operations closed during the period, it is anticipated that our corporate greenhouse gas emissions and emissions intensity will both decrease significantly in the next reporting period. This is because we will not own or operate any coal-fired power stations from next year onwards and our gas-fired power stations have relatively low greenhouse gas emissions compared to coal. As a result, the carbon intensity of our generation portfolio will be lower than most major Australian electricity generation companies from next year onwards. The chart below compares our generation fuel mix (following the closure of our Flinders operations) to some of our main competitors.

## Alinta's Generation Fuels (post Flinders Closure) Compared to other Major Generation Companies



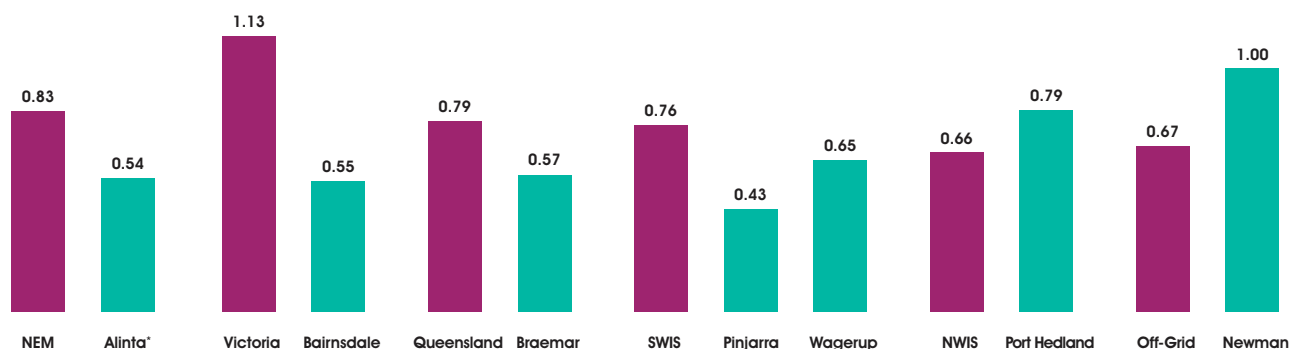
The chart reflects estimates of competitor positions based on Australian Securities Exchange (ASX) filings or equivalent disclosure. This is based on installed capacity and includes contracted capacity

The graphs on page 3 of this report also include a representation of this year's emissions exclusive of the Flinders operations, to provide an indicator of our energy consumption and emissions profile going forward.

# Energy & Carbon Emissions

## Alinta Energy and Key Market Carbon Intensities

■ Key Markets ■ Alinta Energy Power Stations



SWIS – South West Interconnected System (Western Australia)  
 NWIS – North West Interconnected System (Western Australia)  
 Alinta\* – Exclusive of the now closed Augusta Power Station  
 All data provided in tCO<sub>2</sub>-e / MWh sent out electricity  
 Includes only emission associated with fuels used for electricity generation, which represents the majority of Alinta's emissions.  
 A breakdown of fuel sources associated with these emissions is provided on page 28

### Energy Efficiency and Emissions Improvement Projects

As shown in the graph above, the emissions intensities of our power stations are less than the average of their respective markets, with the exception of Newman and Port Hedland Power Stations. During the next reporting period, we will be implementing projects at both these power stations that we expect will improve the efficiency and emissions intensities of these facilities.

We plan to replace one of the existing gas turbine engines at our Port Hedland power station with a new and more efficient aero-derivative gas turbine. The replacement unit, similar to those operated at our Bairnsdale power station, is capable of operating at lower heat rates, using less gas, and has proven high reliability and availability standards.

The planned installation of a 30 MW battery storage facility will allow our Newman power station to provide electricity through batteries for the duration of time that supply is lost when a gas turbine trips. In effect, the battery storage reduces the operational requirement to maintain spinning reserve (the unused generating capacity that can be activated at the power station on demand), reducing gas consumption, while providing enhanced security of supply to our customers.

### Energy Efficiency and Demand Side Management

We participate in a number of State-based energy efficiency programs including the Victorian Energy Efficiency Target (VEET), the New South Wales Energy Savings Scheme (ESS), the South Australia Retailer Energy Efficiency Scheme (REES) and the Australian Capital Territory Energy Efficiency Improvement Scheme (EEIS). These programs help to improve energy efficiency and demand side management in their relevant jurisdictions.



# Renewable Energy

## Renewable Energy Regulation

The primary Federal Government program aimed at promoting the use of renewable energy is the Renewable Energy Target (RET), which consists of two parts, namely:

- the Large-Scale Renewable Energy Target (LRET), which operates through the creation of Large-scale Generation Certificates (LGCs); and
- the Small-scale Renewable Energy Scheme (SRES), which operates through the creation of Small-scale Technology Certificates (STCs).

## RET Overview

	LRET	SRES
Objective	Encourage establishment or expansion of renewable energy power stations, such as wind and solar farms or hydro-electric power stations.	Encourage households, small businesses and community groups to install eligible small-scale renewable energy systems such as solar water heaters, heat pumps, solar PV systems, small-scale wind systems or small-scale hydro systems
Financial incentive	As a guide, approximately one LGC is created for each MWh of eligible renewable electricity produced by an accredited renewable generator. LGCs can be sold to entities (mainly electricity retailers) who must surrender them annually to the Clean Energy Regulator (CER). If those entities do not have sufficient LGCs they may be liable to pay a penalty. The revenue earned by the generator for the sale of LGCs is additional to that received for the sale of the electricity generated.	STCs are created when eligible small-scale renewable energy systems are installed, according to the amount of electricity they are expected to produce or displace in the future. RET liable entities with an obligation under the LRET have a legal requirement to surrender STCs to the CER on a quarterly basis. Installers of small-scale renewable energy systems usually offer a discount on the price of installation, or cash payment, in return for the right to create and own the STCs.
Targets	Targets 33,000 GWh of renewable electricity generation by 2020.	Variable target based on the number of STCs expected to be created and any over / undersupply of STCs from the previous year.

Transitioning the energy market to one that delivers low emissions renewable electricity, but is also affordable, accessible and reliable, requires significant forward planning by policy makers. A well thought through energy and renewables policy with a firm commitment from both the federal and state governments will deliver the best results for consumers in our view. In support of this objective we believe that Australia's future renewable policy should have the following characteristics:

- Provide long term certainty to investors through bipartisan national support;
- Deliver the lowest cost solutions through a market based, competitive mechanism; and
- Be technology neutral to allow the industry to deliver the most efficient technology to meet Australia's energy needs.

The most important characteristics of renewables policy are certainty and stability. In this regard we support Australia's continuing reliance on the RET, as it is the longest standing renewables policy. The RET has been demonstrably successful in increasing renewable generation capacity across Australia's electricity system. It is also a well-known and understood scheme and has bipartisan support. However, in our view, the on-going success of the RET would be enhanced by further refinements to the scheme to ensure greater certainty post 2020. This includes price certainty for investors which could be most efficiently achieved via a market based mechanism.

Another important element of RET reform which would further improve the scheme and allow for a smoother transition and greater participation over time would involve increasing the flexibility for banking and loan arrangements over a period of time following the creation of a liability under the scheme. Allowing a liable entity to loan and repay certificates over a period of time following the creation of a liability under the scheme would support investment by smaller retailers/investors in the sector in our view.

It is also noted that several State Governments have established (or are in the process of establishing) their own renewable energy targets. Although we support providing incentives for renewable investment, we believe this would be most efficiently and effectively achieved through a single national program, such as the RET. This avoids complex interactions between various programs that could increase uncertainty and further deter investment. We therefore do not support the establishment of State-based renewable energy policies.

# Renewable Energy

## Our Involvement in Large-Scale Renewables

Our company has signed long term off-take agreements to purchase electricity and Large Scale Generation Certificates (which are used to comply with the Renewable Energy Target) from the Walkaway Wind Farm located 25km south-east of Geraldton in Western Australia and Bald Hills Wind Farm located approximately 10km south east of Tarwin Lower in Victoria.

We continue to assess cost effective ways of increasing its exposure to renewable energy generation, which includes assessing the feasibility of installing new renewable generation capacity, acquiring existing renewable generation assets and / or entering into additional long-term offtake agreements with existing and proposed renewable projects.

For example, in the first half of 2016, we undertook a reverse tender process to identify actionable renewable projects. A deep pipeline of potential projects was uncovered and multiple options are being considered to ensure optimal outcomes are secured. We are in advanced discussions with a number of large-scale renewable developers, including several solar projects in Queensland.

In November 2016, we announced that we had entered into a binding agreement to acquire an option over the rights to the 300MW Yandin Wind Farm development in WA. If fully developed, the Yandin investment is expected to produce enough electricity to supply the equivalent of up to 225,000 West Australian homes. We will continue to progress the development, including the necessary commercial arrangements, assessing the preferred wind farm capacity, selecting the optimal wind turbine technology and the evaluation of grid connection options ahead of any investment decision. The engagement with local community will be a priority for us during this period of development activity.

We also hold an option to acquire a sizeable parcel of land adjacent to a grid connection point in Port Augusta (South Australia) to develop a large-scale solar PV project.

Upon request, our electricity retail business offers GreenPower carbon off-set products to select business customers, which help increase demand for LGCs. More information on GreenPower is available via the GreenPower website: [www.greenpower.gov.au](http://www.greenpower.gov.au).

## Our Involvement in Small Scale Renewables

During the reporting period, we launched a residential solar PV business in Western Australian under the Alinta Energy brand. This business is now helping retail customers to achieve greater energy independence through the installation of solar PV systems in their homes. We are also assessing the feasibility of offering residential battery systems in the future to help store renewable energy generated from customers' solar PV systems during the day, for use in the evening.

During the next reporting period, we expect to launch a similar business in South Australia under a Brand Licencing agreement with Harvey Norman®, which will allow us to sell residential solar PV business under the Harvey Norman Energy Solar® brand. Should our experience in South Australia demonstrate that these products are popular with customers, this business will be rolled out across other States on the East Coast of Australia in coming years.



# Renewable Energy

## Renewables and Electricity System Stability

Following the closure of our base-load power station in Port Augusta in May 2016, the wholesale electricity spot market in South Australia has experienced an increase in volatility and as a result, wholesale electricity hedging products in South Australia have become more expensive. We believe that there are valuable lessons from recent South Australian experience that should help Australia prepare for the transitioning generation mix.

Although renewable electricity generation has some advantages over traditional generation facilities (such as zero emissions and zero fuel costs) it also has other characteristics that must be addressed to ensure grid stability into the future. One of the primary limitations is that the types of renewable generation that are currently most cost effective, such as solar PV cells and wind turbines, only produce electricity when the sun is shining and the wind is blowing, and are therefore known as intermittent generators.

Although there is some concern that electricity grid stability can't coexist with new renewables due to the different operating profiles of thermal and renewable generation facilities, we do not believe this to be the case. Renewables technology is evolving and grid scale energy storage (e.g.

batteries) and renewable generation that can dispatch on demand (e.g. solar thermal) will be available in the short to medium term. It's important that energy and renewables policy does not interfere in its evolution but rather encourages it though providing policy certainty and support.

We therefore encourage the government to consider providing support that incentivises industry to develop and implement technical solutions that will ensure grid stability in a low emissions environment. These programs should include supporting research and development into (and potential subsidies for) technologies that will allow renewable energy to continue to grow without causing unacceptable risks to energy security, as well as rewarding investors through market mechanisms.

With regard to the closure of aging coal-fired power stations, our experience clearly demonstrates that no government payments or incentives to close are required as the market understands and prices the cost of closure into the long term planning. Essentially we believe the public purse should not pay for private closure. We believe that an orderly exit can be greatly enhanced by an effective generator transition plan published in advance for the entire market.



**THIS SUMMER  
ALINTA ENERGY  
PRESENTS**

AFFORDABLE

**SOLAR**

REGISTER YOUR INTEREST FOR A CHANCE TO WIN A  
FREE SOLAR PV SYSTEM\* AT [ALINTAENERGY.COM.AU/SOLAR](http://ALINTAENERGY.COM.AU/SOLAR)

Alinta Energy are excited to announce we are selling Solar PV Systems to eligible Western Australian Households this Summer 2016.

\* Competition closes Sunday 28 December 2015. Terms and conditions apply visit [alintaenergy.com.au/solar](http://alintaenergy.com.au/solar) and only available to Alinta Energy residential gas customers in eligible areas.



# Environmental Management

## **Environmental and Community Incidents, Hazards and Near Misses**

Site Managers are responsible for reporting environmental incidents, hazards and near misses that occur on (or are related to) the sites under their control via the company's web-based Incident Management System (IMS). The IMS is also used to track community complaints and grievances, as well as subsequent corrective actions and responses.

Site Managers are also responsible for ensuring that significant environmental and community incidents, hazards and near misses are effectively investigated and managed to a level appropriate for the risk. Corrective, preventive and mitigation strategies are implemented to eliminate or reduce the risk to as low as reasonably practicable and deliver legislative compliance. Lessons learned from incidents are shared and communicated across the business where appropriate.

Our operations did not have any significant environmental incidents during the reporting period.

## **Environmental Framework**

Our company's Board has endorsed an Environment and Community Policy with a commitment to the protection of all aspects of the environment as a priority, and continual improvement and excellence in the environmental performance of all operations.

The Environmental Management Framework was developed to support our business in meeting this policy, enabling us to manage our environmental impacts in a consistent and systematic way and providing the right level of oversight, management and internal control. This document outlines the methodology and the respective responsibilities for Environmental Management across our businesses, facilities, projects, regions and assets and was developed in general accordance with the ISO14001 environmental management standard.

## **Environmental Assessment and Protection**

Our company continues to implement environmental assessment, management and protection activities to measure and further reduce its environmental impacts, dispose of wastes responsibly and ensure compliance, which is estimated to have involved \$840,000 of investment during the reporting period.



# Environmental Management

## Environmental Compliance

In each of the jurisdictions in which we operate, there are specific environmental permits, licences and consents that are required for some of our activities. We have obtained the environmental permits, licences and consents necessary to conduct our business, which are renewed on expiry in the ordinary course of business.

Our business is also subject to national, state and local environmental laws and regulations, which influence the manner in which we operate our assets and conduct our business. Standards are set in accordance with these laws and regulations, which also provide for penalties and other liabilities and obligations for the violation of such standards. Many of these laws have specific 'regulators' appointed by each of the jurisdictions to supervise a specific area of business activity and to enforce compliance with the obligations defined in the legislation and regulations, which are monitored by that regulatory agency.

We did not receive any material fines or non-monetary sanctions for non-compliance with environmental laws and regulations during the reporting period and no environmental incidents caused material environmental harm.

We have made financial provisions in our long term business models based on our current understanding of the likely future site demolition, remediation and rehabilitation costs should permanent closure of any of our assets occur.

## Transportation

Our facility's input fuels are mainly transported via infrastructure that is owned and operated by third parties, except for the group's ownership of the 148km long Braemar 1 gas pipeline in Queensland and a small interest in the 1,380km long Goldfield's Gas Pipeline in Western Australia. Given the closure of the Flinders assets, the lease of the 250km long railway connecting Leigh Creek coal field to the Port Augusta Power Stations will be relinquished. In all cases, the operation and maintenance of transport and transmission infrastructure owned by our company is outsourced to third party contractors, who have an obligation to maintain and operate these assets in accordance with the relevant environmental legislation.

We do not collect data relating to transporting members of the company's workforce.

## Polychlorinated Biphenyls (PCBs)

No PCBs are present at our power generation facilities.

## Biodiversity

In October 2003, the Australian Government announced 15 national biodiversity hotspots, which were identified by its Threatened Species Scientific Committee. More information on these hotspots is available on the Department of Environment's website: [www.environment.gov.au/biodiversity/conservation/hotspots](http://www.environment.gov.au/biodiversity/conservation/hotspots). Some of our power stations are located in the vicinity of these biodiversity hotspots. For example, our Port Hedland and Newman Power Stations are located in the Hamersley-Pilbara area and our Braemar Power Station is located in the Brigalow North and South area.

We are committed to minimising environmental impacts and protecting biodiversity in the ecosystems surrounding our construction activities and therefore we require contractors to develop a Construction Environmental Management Plan (CEMP) for all major construction projects. These CEMPs must identify management actions required to maintain compliance, as well as minimising the impact of construction activities on local vegetation, waterways and ecosystems.

We did not undertake any projects during the reporting periods that had a material risk of impacting biodiversity.



# Environmental Management

## Supplier Environmental Impacts

We understand that the sustainability benefits and impacts associated with our business reach beyond operations that are under our direct control, and include upstream impacts associated with our supply chain.

We have therefore implemented an indirect supplier pre-qualification process which takes a risk-based approach to ensuring compliance with our requirements. Suppliers and contractors who provide related goods and services are required to be pre-qualified prior to entering into a contract with our company, the prequalification process can be led by either our Corporate Procurement or a site led buying team. The elements that can be evaluated as part of this process include health, safety and environmental management systems and performance and are required to be approved by a team representative from the business representing these aspects. We also undertake comprehensive risk assessments associated with major new supplier contracts. Following the review of the pre-qualification document and contract risk assessments, an audit of the supplier may be conducted at the discretion of our procurement team. The audit may consist of a visit to the contractor's premises or held at one of our sites. Selected contractors may also be required to participate in a supplier management process where their health, safety and environment performance and/or other contractual obligations will be monitored and periodically reviewed during the period of the contract.

Alinta Energy does not undertake gas exploration, extraction, production and/or processing activities and therefore we do not produce unconventional gas through means such as Hydraulic Fracture Stimulation (Fracking). All of the gas we source for our power stations and for on sale to our retail gas customers comes from independent third party suppliers who are required to comply with relevant safety and environmental laws at both federal and state levels. We are therefore supportive of efficient and effective environmental protection legislation that ensures our gas suppliers undertake these activities in a sustainable manner that minimises impacts to the environment and community.

## Environmental Data

Our environmental data collection, management and analysis system supports the development of our environmental sustainability reporting program. Our environmental data collection system is subject to external assurance audit and we have developed a continual improvement program to further increase the program's efficiency and data accuracy over time.

The energy and emissions data presented in this report do not include data from the Glenbrook Power Station in New Zealand. This asset is embedded in NZ Steel's Glenbrook facility and generates electricity using waste heat and off-take gases from the steel making process, making it impractical to quantify the energy consumed and emissions for this asset.

The energy and emissions data for the Pinjarra cogeneration facility are associated with the generation of electricity only, and do not include the energy and emissions associated with the generation of steam used by Alcoa of Australia (Alcoa), so as to maintain a consistent approach with the other assets owned by our company and facilitate the calculation of meaningful energy and emissions intensity values.

The waste and water data presented in this report do not include the Pinjarra and Wagerup facilities, as these assets are imbedded in facilities that are operated by Alcoa and it is not practical to distinguish between water and waste data associated with the Alcoa's facilities and our power generation assets.

# Environmental Management

## Water Consumption and Management

Water is integral to our operations and is used primarily for industrial processes such as cooling and fly-ash management. Our waste water treatment, management and discharge activities include licenced release of water into the environment, as well as the treatment and beneficial reuse of domestic waste water and groundwater.

The tables below provide data on our company's water sources, usage and discharge activities during the reporting period.

### Water by Source Category (ML)

Self-sourced ocean water	Self-sourced surface water	Self-sourced groundwater	Potable water from water suppliers	Recycled water from water suppliers
456,928	2,737	561	506	6

### Water by Usage Category (ML)

Cooling	Ash management	Mine dewatering	Industrial processing	Domestic and office usage
452,388	7,100	220	724	230

### Water by Discharge Category (ML)

Off-Site environment	On-site holding / evaporation pond*	Lost to evaporation and steam sales to customers	On-site dust suppression & irrigation	Consumed domestically or treated off-site
450,359	220	7,525	2,375	168

\* Some on-site ponds have natural, licenced overflows to the off-site environment

## Solid Waste

Our facilities aim to manage waste in accordance with the Waste Management Hierarchy shown below.

### The Waste Hierarchy

1. Avoid	Maximum conservation of resource
2. Reuse	Reusing materials
3. Recycle	Recycling & reprocessing materials
4. Waste to energy	Energy recovery prior to disposal
5. Disposal of waste	Zero conservation of resources

For example, approximately 129,478 tonnes of flyash was sold during the reporting period under a commercial arrangement for reprocessing, use in cement products or for mine backfill. Excess fly ash and mine overburden are managed in such a way as to minimise erosion and dust generation.

Other waste products including steel, wood pallets and waste oil are either sold, reused onsite or sent offsite for recycling.

During the reporting period, our Flinders Operations owned and operated a licensed solid waste disposal facility at Leigh Creek, which was operated in accordance with the relevant regulatory requirements.

We measure our annual waste reduction performance by monitoring the amount of waste disposed of to landfill, which we seek to keep to a minimum. During the year, our major operational facilities disposed of an estimated 777 tonnes of solid waste to landfill. The majority of this waste is ash filtered for the New Zealand Steel off-take gases used to generate electricity at our Glenbrook Power Station, which is ultimately sent to a New Zealand Steel landfill site. The amount of landfill waste generated at Glenbrook this year decreased significantly compared to last year due to fewer boiler shutdowns and associated cleaning, improvements in our data collection system and the absence of building and demolition waste during the reporting period.







## Our communities, markets & customers

Our company is an integral part of the communities in which we operate. To this end, we understand that the closure of our Flinders operations represents a significant change for the regional centres of Port Augusta and Leigh Creek. For this reason, we worked closely with the South Australian Government to help these local communities transition towards an independent future.

# Community Development

## Community investment and sponsorship strategy

During the reporting period, our community investment and sponsorship strategy focused on supporting organisations that align with our sense of purpose and values. We also focused on the communities where we operate and provide services to. Our sponsorships varied in size from grassroots support up to national organisations and included monetary donation, employee volunteering opportunities and energy contributions. The estimated value of our community contribution via corporate sponsorships, community development programs and charitable donations was approximately \$650,000 during the year.

There were significant corporate changes during the reporting period that had an impact on our community development and sponsorship strategy, such as the closure of our Flinders operation in regional South Australia, the proposed listing of Alinta Energy on the Australian Stock Exchange and the contractual expiry of our major national sponsorships with the Royal Flying Doctors Service and Ronald McDonald House in June 2016. We therefore plan to review and revise our sponsorship strategy during the next reporting period, to ensure it aligns with our new corporate footprint and direction.

## Port Augusta Motorcycle Riders Association Toy Run 2015

On Saturday 5 December 2015, Alinta Energy employees joined around 130 motorcyclists in Port Augusta to take part in the South Australia Toy Run. The annual charity event is organised and funded by the Motorcycle Riders Association (MRA) and operates throughout Australia each year and Alinta Energy was the principle sponsor of the 2015 Toy Run. The community event has been running for 30 years and focuses on assisting the children of families in need during the festive season. This year, the group travelled through regional SA collecting toy donations from the public to give to children in need. The group was able to collect a large range of toys plus \$1,000 worth of cash/gift vouchers which was donated to the St Vincent de Paul organisation and the Salvation Army.

## UnitingCare's Food Rescue Program

Alinta Energy has been a proud sponsor of UnitingCare West's 'Food Rescue' program since 2013. The program aims to alleviate hunger and reduce waste food by salvaging fresh produce that would otherwise have gone to waste and donating it to people who are disadvantaged or vulnerable within the Perth community. Working with around 80 local donors such as supermarkets, cafes and caterers, the cause collects up to 22,000 meals per week, which are then distributed free of charge to people in need such as; the homeless, women and children in crisis, new arrivals to Australia, youth in crisis, indigenous communities, elderly people and families on low incomes. During our sponsorship, some of our employees have volunteered their time to pick up and pack produce in the Food Rescue distribution centres. Through our increased involvement in the community initiative following the introduction of the Cargo Cart Project, our workers have now collected approximately 300kg of fresh produce.



## The Youth Involvement Council

In June 2016, we became the proud sponsor of the Youth Involvement Council's (YIC) commercial coffee machine for their new facility in South Hedland. The YIC is the primary youth organisation in Hedland which organises and delivers programs to young people who are considered to be at risk, homeless (or at imminent risk of homelessness), disadvantaged or in need of general support. With the non-profit organisation continuing to expand, the YIC have just moved into a brand new facility which accommodates all of their services in one place in South Hedland. As part of our commitment to support local grass roots community initiatives, we contributed to the move by sponsoring the YIC's commercial coffee machine. Not only will the coffee machine provide an income for the council to support ongoing sustainability, it will also enable young people to gain real work experience and skills in the coffee shop.

# Community Development

## Special Children's Christmas Party in Perth

This year we proudly sponsored the Perth's Special Children's Christmas Party, which took place on 14 November 2015 at the Convention and Exhibition Centre in Perth. Hosted by Special Children's Christmas Parties (SCCP) and funded through business sponsorship and donations, the annual event is held in most major Australian cities for children who may be suffering from life threatening illnesses, physical or intellectual impairments or domestic violence. The children are personally invited through Charities, women's refuges, schools, special schools and government and community organisations. This year the event was held at the Perth Convention & Exhibition Centre where almost 3,000 children were treated to a day of entertainment, carnival rides and activities.

## Run for a Reason

On Sunday 22 May 2016, Alinta employees from our Perth office took part in the HBF 'Run for a Reason' charity event in Perth.

The HBF Run for a Reason is one of Perth's largest community running events which takes place annually. The run attracts over 32,000 participants who choose to run or walk one of three distances (4km, 12km or a half marathon 21km) for a 'reason'; such as raising money for a particular cause, getting friends and family together or simply just to do something they've never done before.

This year, around 50 employees took part in the run to enjoy a fit and healthy challenge outside of the office together. Starting at William Street in Perth's CBD, the Alinta 'athletes' set off on their respective courses finishing at Gloucester Park in the city's East.

## Primary School drawing competition in the Pilbara

In April 2016 we proudly sponsored the Karratha Visitor Centre Primary School Drawing Competition, which was part of a new tourism campaign for the Pilbara region. Students from several participating primary schools were asked to submit drawings to showcase 'what they love about the Pilbara'. The competition received many colourful entries that focussed on the Pilbara's beautiful surroundings and key city attractions. The winning entries have been turned into signs which were displayed at the Karratha Visitor Centre, the winner's schools and other prominent locations around the city. Winning schools also received a helpful donation as part of the cause.



# Our communities

## Leigh Creek Career & Family Fun day

On Tuesday 20 October 2015 we hosted a careers fair for Leigh Creek workers and the local community in conjunction with both state and federal governments. The day was designed to assist our people successfully transition to life after closure of our Flinders operations.

The event was held at the Leigh Creek Town Oval and provided employees with the opportunity to consult with representatives from Centrelink, the Australian Tax Office, Department of Employment, TAFE SA, ACMT, Specialised Career Solutions, Complete Personnel, Randstad, the SA Department of Correctional Services and others.

While employees were engaging with the careers stalls, partners and children were able to have fun with organised activities, such as a jumping castle and a rock climbing wall.

## Port Augusta Career & Family Fun day

Similar to the Leigh Creek Careers Fair, on Thursday 18 February 2016 Alinta Energy hosted a career and family fun day at the Port Augusta oval. The event provided the opportunity for Port Augusta employees and their families to consult with representatives from a range of employment services and government bodies.

Approximately 200 people from the Port Augusta community attended the event including representatives from our Executive Management Team. Stalls were set up by various organisations such as the Department of Human Services and the Energy Industry Super Scheme (EISS), plus an array of recruiters, labour hire companies and training organisations.

The community event was also a great chance for the community to get together, relax and have fun whilst the kids enjoyed a variety of activities.

Overall the day was a success, and positive feedback was received from the community with many noting their appreciation for such a useful event. We also extend our thanks to all staff and external parties who were involved in the organisation of this important event.



# Community Development

## Transition Centres

Following the announced closure of our Flinders business, we opened and operated transition centres in Leigh Creek town and Port Augusta from October 2015 until operations ceased.

The purpose of these centres was to create a centralised information hub where employees and their families could access up-to-date information regarding the closure, transitional support services and training. The centres were also used as a consultation space regarding transitional support and provided a meeting space for one-on-one career counselling and financial advice sessions. Public computers were made available to assist employees in resume writing and job seeking.

The transition centres reported a positive response to the services provided with over 350 career guidance sessions completed.

## Community Impacts from Operations

We understand that our operations have the potential to disturb residents that live and work in the vicinity of our operational facilities, through nuisance issues such as emissions, dust and noise.

The Site Managers at our operating facilities are responsible for reporting community complaints relating to the sites under their control in a timely manner via the company's web-based Incident Management System (IMS). Site Managers are also responsible for ensuring that these complaints are investigated and that, where appropriate, corrective actions are implemented to address the root cause of the complaint. Where the complainant is known, our management teams seek to provide information on the outcome of our investigations and any relevant control measures that were adopted to provide transparency and ensure, where possible, that the source of the complaint has been adequately addressed to avoid any further issues.

No people were physically or economically displaced by any new or expanding project undertaken by our company during the reporting period.



# Market & Customers

Our company promises to 'keep it fair' for our customers. This approach drives our customer focused business towards providing reliable service, simplified billing and products and flexible payment options.

## Alinta Energy Solar

As part of our commitment to make energy more affordable and transition our company towards a low carbon future, our retail energy business launched a residential solar photovoltaic (PV) business in the Perth metropolitan area in January 2016. Our solar product offering has been designed to deliver customers with safe, reliable, affordable and quality solar products for their homes.

To help celebrate the launch of this new business, three lucky Alinta Energy customers won free solar PV systems for their homes by entering our 'Win Solar this Summer' competition. Offered to our Western Australian gas customer base in September 2015 in anticipation of the new solar business launch, the competition gave away one solar system per month to customers over the first three months of 2016.

We also expect to launch a similar business in South Australia under a Brand Licencing agreement with Harvey Norman® in late 2016, which will allow us to promote and sell solar PV systems to residential customers in South Australia under the trading name Harvey Norman Energy Solar®. Should our experience in South Australia demonstrate that these products are popular with customers; this business will be rolled out across other States on the East Coast of Australia in coming years.

## Customer Service

We have a long history of retailing gas in Western Australia and in recent years we commenced retailing energy on the East Coast of Australia. Our West Coast retailing business monitors customer satisfaction via an independent survey conducted on a monthly basis, which is undertaken by an external research agency. This retail business' monthly customer satisfaction results (based on 'customer service received') remained at or above 90% during the reporting period. The business' Net Promoter Score, which measures the willingness of customers to recommend our services to others, was also consistently above 50% during the year.



# Market & Customers

On 28 April 2016, Alinta Energy won the Gold award in the Reader's Digest Quality Service Awards in the Gas and Electricity category. Voted by the Australian public, Alinta won the Gold award for providing outstanding levels of service to our customer base. The Reader's Digest Quality Service Awards is an annual awards event which recognises and rewards Australian companies for quality service, based on consumer's most recent experiences. Over 1,500 Australian's across the country rated their experience out of 10 on key criteria, including, personalisation, understanding, simplicity, reliability and satisfaction. The top two rated organisations in each industry were then awarded with either Gold or Silver status. Competing against eight other leading Australian energy retailers, Alinta's national Customer Service Team achieved consumer ratings which were significantly higher than our competition.

We also track ombudsman complaints as a means of assessing the effectiveness of our customer grievance processes. During the reporting period, our combined East and West coast retail business averaged 1.40 complaints per 10,000 customers.

## Customer Communications

Communicating with and marketing to existing and new customers is a core activity of our retail business. We recognise that it is important that these communications are presented in easy to understand factual ways that assist customers to make informed choices. To ensure this outcome is achieved, we conduct detailed reviews of customer communication collateral, as well as providing training and customer communication scripting to be used by our business partners.

We did not receive any material fines or non-monetary sanctions for non-compliance with regulations concerning marketing communications (including advertising, promotion and sponsorship) during the reporting period, nor did we identify any material non-compliance with voluntary codes.



# Market & Customers

## Financial Hardship

We value our relationship with our customers and recognise that there are instances where individual customers experience financial hardship and may find it difficult to pay an outstanding amount on an energy bill. We make every effort to engage with customers and provide support and assistance to customers experiencing payment difficulties or financial hardship. This includes entering into payment extensions and instalment payment plans to manage debt and continued consumption.

We also undertake to treat customers that are experiencing payment difficulties or financial hardship sensitively and respectfully at all times. We understand that energy is an essential service for every household, so disconnection is only ever used as a last resort.

## Customer Privacy

The protection of personal information is something that we take very seriously. Our company's Privacy Policy sets out how we collect, manage, use and disclose our customer's personal information. Our management of personal information is conducted in accordance with the Australian Privacy Principles contained in the Privacy Act 1988 ("Privacy Act"). Our Privacy Policy and internal systems and processes are reviewed regularly to ensure ongoing compliance with the Privacy Act.

We did not receive any material fines or non-monetary sanctions for non-compliance with the Privacy Act during the reporting period.

## Competition and Consumer Law

Our company takes compliance with the Competition and Consumer Act 2010 (Cth), including the Australian Consumer Law, very seriously. For example, we require relevant staff members to undertake compliance training and assessments through a Self-Administered Legal Training (SALT) compliance program to ensure employees fulfil their roles in a manner which demonstrates a commitment to compliance with these laws. We monitor the activities of our business partners, in particular our marketing partners and outsourced service providers, on a regular basis to allow for the early identification and rectification of compliance concerns should they arise.

We did not receive any material fines or non-monetary sanctions for non-compliance with Australian Consumer Law during the reporting period.

## Anti-Corruption Measures

Our Anti-Corruption and Bribery Policy applies to all employees of Alinta Holdings and its subsidiaries regardless of location. We require all of our employees to act with honesty and integrity in all aspects of their work, and to adhere to our high ethical and moral standards. Corruption and bribery can severely damage the reputation of our business. As such, we apply a zero tolerance approach to any acts of corruption and bribery accepted by or carried out by any member of our company.

## Plant Availability and Reliability

We have a rigorous preventative maintenance program in place to maximise the availability of our power stations and ensure we can provide a safe and reliable supply of electricity to our customers and the wholesale electricity market. Where practical, maintenance activities are undertaken at times that are least likely to impact our customers and the market.

Data on the availability of our power stations during the reporting period is provided on page 11 of this report.

## Disaster and Emergency Response Planning

Disaster and emergency response planning plays a vital role in the management of our business and is designed to ensure that all employees have readily available and easy to follow guidance on how to manage emergency situations.

Each of our facilities has developed a site-specific Emergency Response Plan, which contain information such as relevant contact numbers, how to raise the alarm and notify the appropriate authorities, initial response procedures, roles and responsibilities, emergency equipment, communication protocols, drills and training and post incident recovery. We also have an operating Corporate Crisis Management Plan.



# Market & Customers

## NSW Launch

Our retail energy business launched into New South Wales in November 2015. This expansion of our East Coast retailing activities was celebrated in our Sydney office with a 'patriotic blue' themed morning tea. The initial response to this business expansion has been positive and we had signed up approximately 9,000 new residential energy accounts in New South Wales as at 30 June 2016.

## New Customer Service Centre for East Coast Retail

Following a strategic review of our East Coast retail delivery model in early 2016, we decided to take greater control of our customer service operations for the East Coast Retail Business, and subsequently entered into a partnership with Accenture Operations to deliver business process outsourcing (BPO).

On 4 July 2016, Alinta Energy's Retail business transitioned the East Coast customer operations to the new service delivery model. Implementation of the new model was achieved through leveraging core-capabilities in the West Coast retailing business, building expert internal capabilities on the East Coast and formalising the partnership with Accenture. Under the new model, Alinta insourced key functions of our East Coast customer operations that were previously managed by an external service provider. Delivery of our frontline services has now been fully transitioned to Accenture, and is managed by a team based in Manila, Philippines.





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## Our report

This Sustainability Report has been prepared in accordance with version G4 of the Global Reporting Initiative (GRI) guidelines at a 'Core' level. The structure of the report has been designed to take into account the reporting principles, standard disclosures, disclosures of management approach and indicators outlined in the GRI guidelines.

Many of the performance metrics included in this report were also subject to an external assurance audit, undertaken by KPMG.

# GRI Reporting Principles

## Stakeholder Inclusiveness

Our company's stakeholders include employees, owners, customers, government, financiers, creditors, regulators, non-government organisations, suppliers, neighbours and the general community. The process of identifying the material sustainability issues covered in this report included assessing our key stakeholder groups' views and opinions, which were obtained from a number of sources, including employee engagement surveys, community forums, regulatory audits, customer surveys and meetings, supplier meetings, market research and participation in industry forums and committees, such as the Australian Energy Council (AEC).

We also welcome comments from our stakeholders on our sustainability reporting program and performance via the contact details provided on the back cover of this report.

## Sustainability Context

The content of this report includes a discussion of our company's performance in the context of the limits and demands placed on the relevant environmental and social resources, at local, regional and global levels. Where applicable, the precautionary principle has been applied to the assessment of our company's impacts.

## Materiality

Based on internal management discussions and feedback from our stakeholders, we consider that the following GRI aspects are material to our business: economic performance, market presence, indirect economic impacts, procurement practices, availability and reliability, demand-side management, system efficiency, materials, energy, water, biodiversity, emissions, effluents and waste, products and services, environmental compliance, transport, environmental protection, supplier environmental assessment, environmental grievance mechanisms, employment, labour/management relations, occupational health and safety, training and education, diversity and equal opportunity, equal remuneration for women and men, labour practices grievance mechanisms, non-discrimination, freedom of association and collective bargaining, Indigenous rights, local communities, anti-corruption, anticompetitive behaviour, social compliance, grievance mechanisms for impacts on society, disaster / emergency planning and response, marketing communications, customer privacy, product compliance, access and provision of information.

## Completeness

This report contains information on our environmental and social activities and economic performance from 1 July 2015 to 30 June 2016 and follows on from our previous report, which covered the period from 1 July 2014 and 30 June 2015. To the extent practical, the information provided in the report covers our company's operations in Australia and New Zealand, including joint ventures and members of the value chain over which the group exercises significant influence.

Significant changes to our company are discussed in the report.

## Report Quality Principles

### Balance:

This report includes information on both positive and negative impacts of our company's operations.

### Comparability:

The format for our annual sustainability reports will be reasonably consistent from year to year and contain historical performance data (where available) to allow the assessment of our company's performance over time.

### Accuracy:

Many of the performance metrics presented in this report were subject to limited external assurance provided by by KPMG, as per the Limited Assurance Statement provided on Page 52 of this report.

### Timeliness:

Our future sustainability reports will be based on financial years and will be made public within six months of the end of the relevant financial year.

### Clarity:

The information in this sustainability report has been presented as simply as possible to ensure all stakeholders can understand the company's approach to managing sustainability issues.

### Reliability:

This section of the report specifically addresses the design and contents of the report and outlines how the reporting principles specified in the GRI guidelines have been met.

# GRI Standard Disclosures Index

Material General Standard Disclosures (GSD)		Material Specific Standard Disclosures (GSD)			
GSD Code	Page	Aspect	SSD Code	Page	
G4-1	Page 1	Economic Performance	G4-EC1	18	
G4-3	Page 8	Market Presence	G4-EC2	28-33	
G4-4	Page 8	Indirect Economic Impacts	G4-EC6	22	
G4-5	Page 8	Procurement Practices	G4-EC8	18	
G4-6	Page 10-11	Materials	G4-EC9	18	
G4-7	Page 8	Availability and Reliability	G4-EN1	3,28	
G4-8	Page 8-11	System Efficiency	EU10	11, 4-6	
G4-9	Pages 8-11, 18,22	Energy	EU11	3, 8, 28	
G4-10	Page 22	Water	G4-EN3	3, 28	
G4-11	Page 22	Biodiversity	G4-EN5	3, 8, 28	
G4-12	Page 28,36	Emissions	G4-EN8	37	
G4-13	Page 9	Effluents and Waste	G4-EN11	35	
G4-14	Page 34-37, 50	Products and Services	G4-EN12	35	
G4-15	NA	Compliance	G4-EN15	3, 28-30	
G4-16	Page 50	Transport	G4-EN18	3, 28-30	
G4-17	Page 18	Overall	G4-EN22	37	
G4-18	Page 50	Supplier Environmental Assessment	G4-EN23	37	
G4-19	Page 50	Environmental Grievance Mechanisms	G4-EN27	8, 27-37	
G4-20	Page 50	Employment	G4-EN29	8, 35	
G4-21	Page 34-37, 50	Labour/Management Relations	G4-EN30	35	
G4-22	NA	Occupational Health and Safety	G4-EN31	34	
G4-23	Page 9	Training and Education	G4-EN33	36	
G4-24	Page 50	Diversity and Equal Opportunity	G4-EN34	34, 43	
G4-25	Page 50	Equal Remuneration for Women and Men	GA-LA1	22	
G4-26	Page 50	Labour Practices' Grievance Mechanisms	EU18	20	
G4-27	Page 50	Non-discrimination	GA-LA4	23	
G4-28	Page 1, 50	Freedom of Association and Collective Bargaining	GA-LA5	20	
G4-29	Page 50	Local Communities	GA-LA6	2, 21	
G4-30	Page 50	Anti-corruption	GA-LA10	24, 25, 42, 43	
G4-31	Back cover	Anti-competitive Behaviour	GA-LA11	24	
G4-32	Page 49-v52	Compliance	GA-LA12	22, 23	
G4-33	Page 50 ,52	Grievance Mechanisms for Impacts on Society	GA-LA13	24	
G4-34	Page 17	Marketing Communications	GA-LA16	23	
		Customer Privacy	G4-HR3	24	
		Compliance	G4-HR4	23	
		Access	G4-SO2	42, 43	
			EU22	43	
			G4-SO4	46	
			G4-SO5	46	
			G4-SO7	46	
			G4-SO8	8	
			G4-SO11	34, 43	
			G4-PR7	45	
			G4-PR8	46	
			G4-PR9	8	
			EU30	11	

**Note:**  
This table contains only aspects that are material to our business and the indicators addresses (or partially addressed) consistent with reporting in accordance with the GRI G4 guidelines at a "Core" level.

## Independent Limited Assurance Report to the Directors of Alinta Holdings

### Conclusion

Based on the evidence we obtained from the procedures performed, we are not aware of any material misstatements in the Selected Sustainability Information, which has been prepared by Alinta Holdings in accordance with the GRI G4 Guidelines and management's calculation methodologies for the year ended 30 June 2016.

### Information subject to assurance

Selected Sustainability Information subject to assurance as presented in the Alinta Holdings 2016 Sustainability Report is identified below:

Selected Sustainability Information	Page reference
Fuel energy used for Australian power generation (GJ), Fuel energy intensity for Australian Power Generation (GJ/MWh), Scope 1 greenhouse gas emissions from Australian power generation (tonnes CO <sub>2</sub> -e) and Emissions intensity of Australian power generation (tonnes CO <sub>2</sub> -e/MWh)	3
Number of material fines or non-monetary sanctions for non-compliance with laws and regulations	8
Availability of operational power stations	11
Direct economic value presented in tables	18
Segment underlying EBITDA presented in table	2 and 18
Total recordable injury frequency rate (employees and contractors), Lost time injury frequency rate (employees and contractors)	2 and 21
Employee and governance bodies' employment information and composition statistics presented in tables	22
Number of substantiated grievances relating to labour practices	23
Number of confirmed breaches or incidents of discrimination	24
Energy consumption for electricity generation (GJ) and Scope 1 emissions from electricity generation (tonnes CO <sub>2</sub> -e)	28
Emissions intensity of power stations vs grid intensity	30
Investment in implementing environmental assessment, management and protection activities to measure and further reduce environmental impacts, dispose of wastes responsibly and ensure compliance	34
Number material fines or non-monetary sanctions for non-compliance with environmental laws and regulations and number of environmental incidents causing material environmental harm	35
Quantity of fly ash sold and Quantity of solid waste to landfill	37
Water by source, usage and discharge category (ML) presented in table	37
Value of community contribution via corporate sponsorships, community development programs and charitable donations	40
West Coast retailing business customer satisfaction and net promoter scores	45
Number of material fines or non-monetary sanctions for non-compliance with regulations concerning marketing communications	45
Combined East and West coast retail business complaints made to the ombudsman per 10,000 customers	45
Number material fines or non-monetary sanctions for non-compliance with Australian Consumer Law.	46
Number of material fines or non-monetary sanctions for non-compliance with the Privacy Act.	46



## Criteria used as the basis of reporting

GRI G4 guidelines and management's calculation methodologies (*"the criteria"*).

## Basis for conclusion

We conducted our work in accordance with Australian Standard on Assurance Engagements ASAE 3000 (Standard). In accordance with the Standard we have:

- used our professional judgement to plan and perform the engagement to obtain limited assurance that we are not aware of any material misstatements in the Selected Sustainability Information, whether due to fraud or error; and
- ensured that the engagement team possess the appropriate knowledge, skills and professional competencies.

## Summary of procedures performed

Our limited assurance conclusion is based on the evidence obtained from performing the following procedures:

- enquiries with relevant Alinta Holdings personnel to understand the internal controls, governance structure and reporting process of the Selected Sustainability Information;
- analytical procedures over the Selected Sustainability Information;
- site visits to Glenbrook Power Station;
- walkthroughs of the Selected Sustainability Information to source documentation; and
- Reviewed the 2016 Sustainability Report in its entirety to ensure it is consistent with our overall knowledge of assurance engagement.

## How the Standard defines limited assurance and material misstatement

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for a reasonable assurance engagement. Consequently the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Misstatements, including omissions, are considered material if, individually or in the aggregate, they could reasonably be expected to influence relevant decisions of the intended users taken on the basis of the Selected Sustainability Information.

## Use of this Assurance Report

This report has been prepared for the Directors of Alinta Holdings for the purpose of providing an assurance conclusion on the Selected Sustainability Information and may not be suitable for another purpose. We disclaim any assumption of responsibility for any reliance on this report, to any person other than the Directors of Alinta Holdings, or for any other purpose than that for which it was prepared.

## Management's responsibility

The Management are responsible for:

- determining that the criteria is appropriate to meet their needs;
- preparing and presenting the Selected Sustainability Information in accordance with the criteria;
- establishing internal controls that enable the preparation and presentation of the Selected Sustainability Information that is free from material misstatement, whether due to fraud or error; and
- maintaining integrity of the website on which the 2016 Sustainability Report is to be published.

## Our responsibility

Our responsibility is to perform a limited assurance engagement in relation to the Selected Sustainability Information for the year ended 30 June 2016, and to issue an assurance report that includes our conclusion.

## Our independence and quality control

We have complied with our independence and other relevant ethical requirements of the *Code of Ethics for Professional Accountants* issued by the Australian Professional and Ethical Standards Board, and complied with the applicable requirements of Australian Standard on Quality Control 1 to maintain a comprehensive system of quality control.

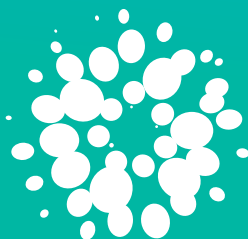
KPMG  
Sydney  
14 December 2016

# Report feedback

We welcome feedback and suggestions regarding our sustainability reporting program and performance, which can be submitted to Alinta Energy via the following contact details.

General Manager, Safety & Sustainability  
Level 11, 20 Bridge Street  
Sydney, NSW 2000

Phone +61 2 9372 2600  
Email [sustainability@alintaenergy.com.au](mailto:sustainability@alintaenergy.com.au)  
Web [alintaenergy.com.au](http://alintaenergy.com.au)



**alintaenergy**