Crafting Tomorrow's Trailblazers

Leadership Development Strategy
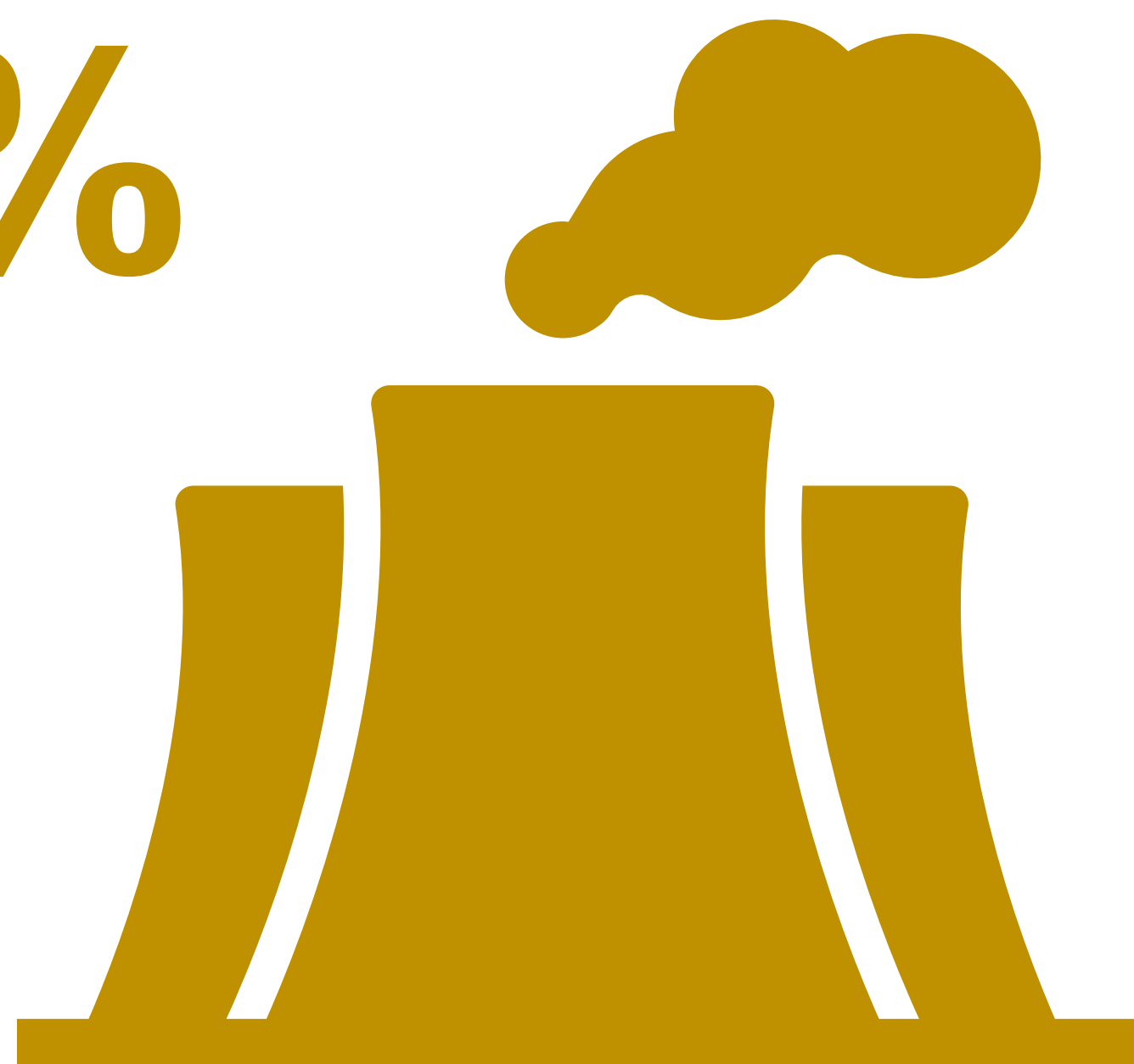
DID YOU KNOW

Energy Generation in Australia

47%

Electricity generation from coal in 2022

Electricity generation from renewables in 2022

32%

Highest ever recorded

WHO WE ARE

CS Energy

CS Energy generates around about 30% of Queensland's Power

We have a total combined capacity of around 2,780 MW

Enough to power around 2.7 million homes

Callide Power Station

Capacity: 1548 MW

Equivalent to powering 1,548,000 homes

Kogan Creek Power Station

Capacity: 750 MW

Equivalent to powering 750,000 homes

Renewable Assets

Capacity: 280 MW

Equivalent to powering 280,000 homes

Storage and Firming

Capacity: 200 MW

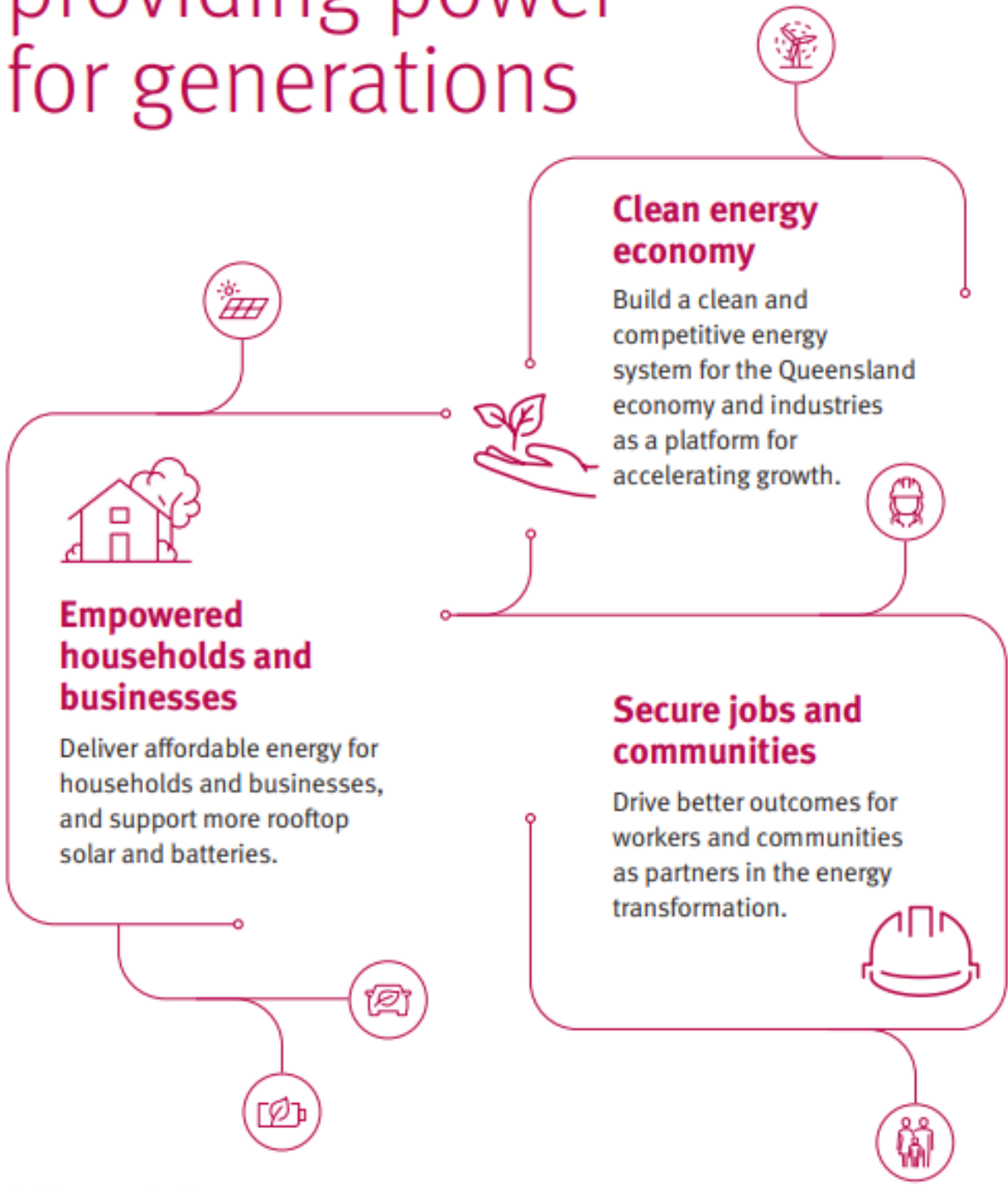Equivalent to powering 200,000 homes

CS ENERGY ASSETS

Queensland Energy and Jobs Plan

Powering towards 70% renewable energy by 2032 and 80% by 2035

Power Station	22-23	23-24	24-25	25-26	26-27	27-28	28-29	29-30	30-31	31-32	32-33	33-34	34-35	→
Stanwell (4 units)	No Change				Phase 1				Phase 2			Phase 3		
Tarong & Tarong North (5 units)	No Change				Phase 1				Phase 2			Phase 3		
Callide B (2 units)	No Change				Phase 1	Phase 2	Phase 3							
Kogan Creek (1 unit)	No Change												Phase 1	Phase 3
Large-scale Renewable Capacity (total)		5.2	5.6	6.2	7.7	8.7	9.9	12.7	13.6	15.4	19.4	24.4	25.0	→
Dispatchable Capacity (total)		13.2	13.3	14.0	14.0	13.6	13.5	14.8	13.7	14.3	16.0	15.8	15.7	→
Peak Demand		10.3	10.4	10.7	10.9	11	11.1	11.3	11.5	11.7	11.7	12.0	12.1	

Queensland's **SuperGrid** providing power for generations

Clean energy economy
Build a clean and competitive energy system for the Queensland economy and industries as a platform for accelerating growth.

Empowered households and businesses
Deliver affordable energy for households and businesses, and support more rooftop solar and batteries.

Secure jobs and communities
Drive better outcomes for workers and communities as partners in the energy transformation.

A Plan to deliver

| More jobs | More industries | Affordable power | Lower emissions | Stronger growth |

Overview | 3

5

Why Leadership Development

Future proofing our business

Leaders are the conduit for great performance and development plans

Development is important to our people

We sometimes forget about Leadership Development

SuccessFactors Platform

| Learning | Employee Central | Recruitment & Onboarding | Performance & Goals | Succession | Compensation & Variable Pay |

Pre-Project
2015

Release One
2019

Release Two
2020

Release Three
2021

Culture Amp – Engagement and Exit Surveys

The Why

Performance objectives enable managers and their team members to improve work performance by:

1 Providing a framework to support people achieving optimal performance and career outcomes.

2 Identifying capability development needs in a person's current role.

3 Using employee data gives us insights on where to focus planning training and other valuable opportunities to support employee growth.

The How

We analysed the Performance data by reviewing employee objectives and success metrics for all employees, which identified key themes, topics and outcomes.
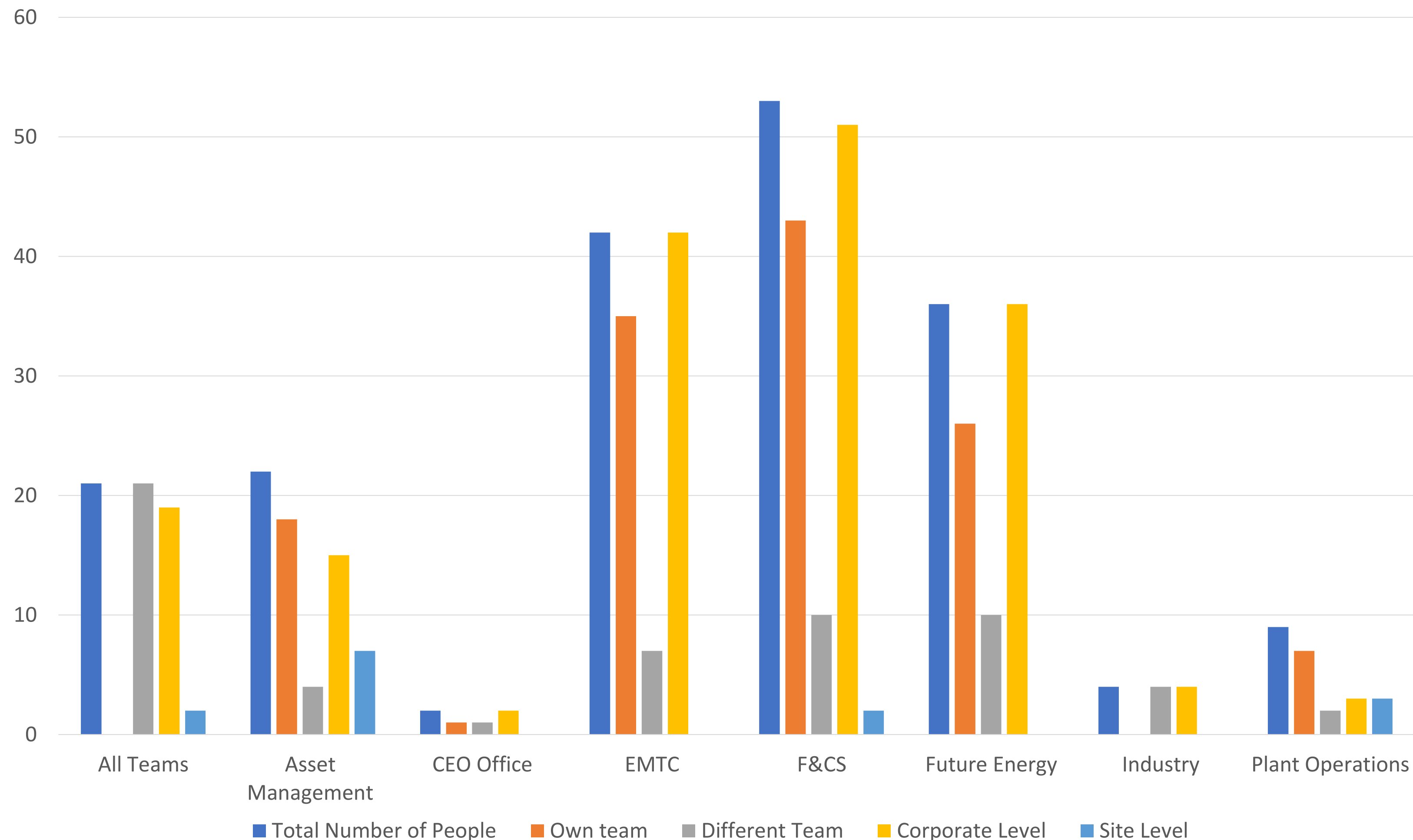
From there, we have established programs and initiatives to specifically target those areas and further support and enable employees to achieve their objectives.
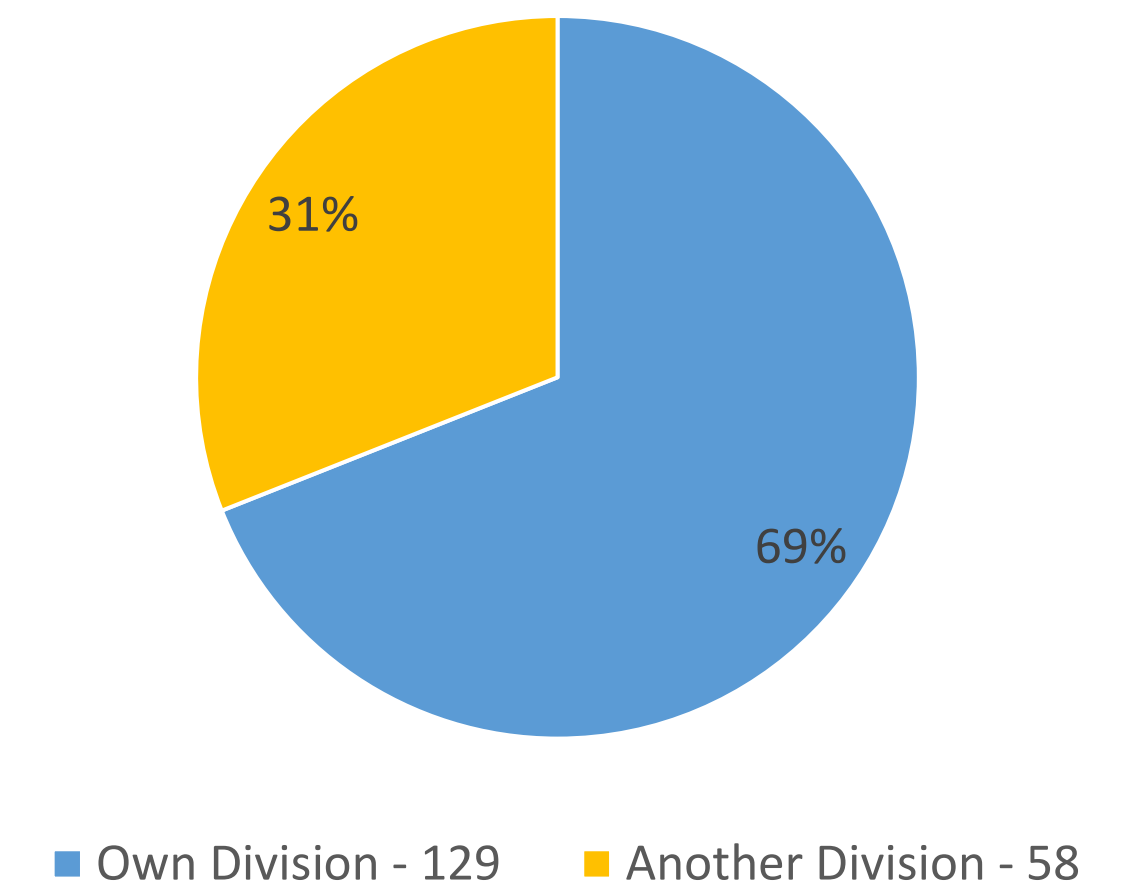
Team Knowledge | By Division

187 people want to learn more about their team and other business or energy industry teams. This slide shows the breakdown of the total number of people and their divisions. It also breaks down whether they want to learn more about their division or if it's a different division from the one they work in. Most want to know more at a corporate level, and a couple want to learn more about the sites.

The divisions that people want to learn more about
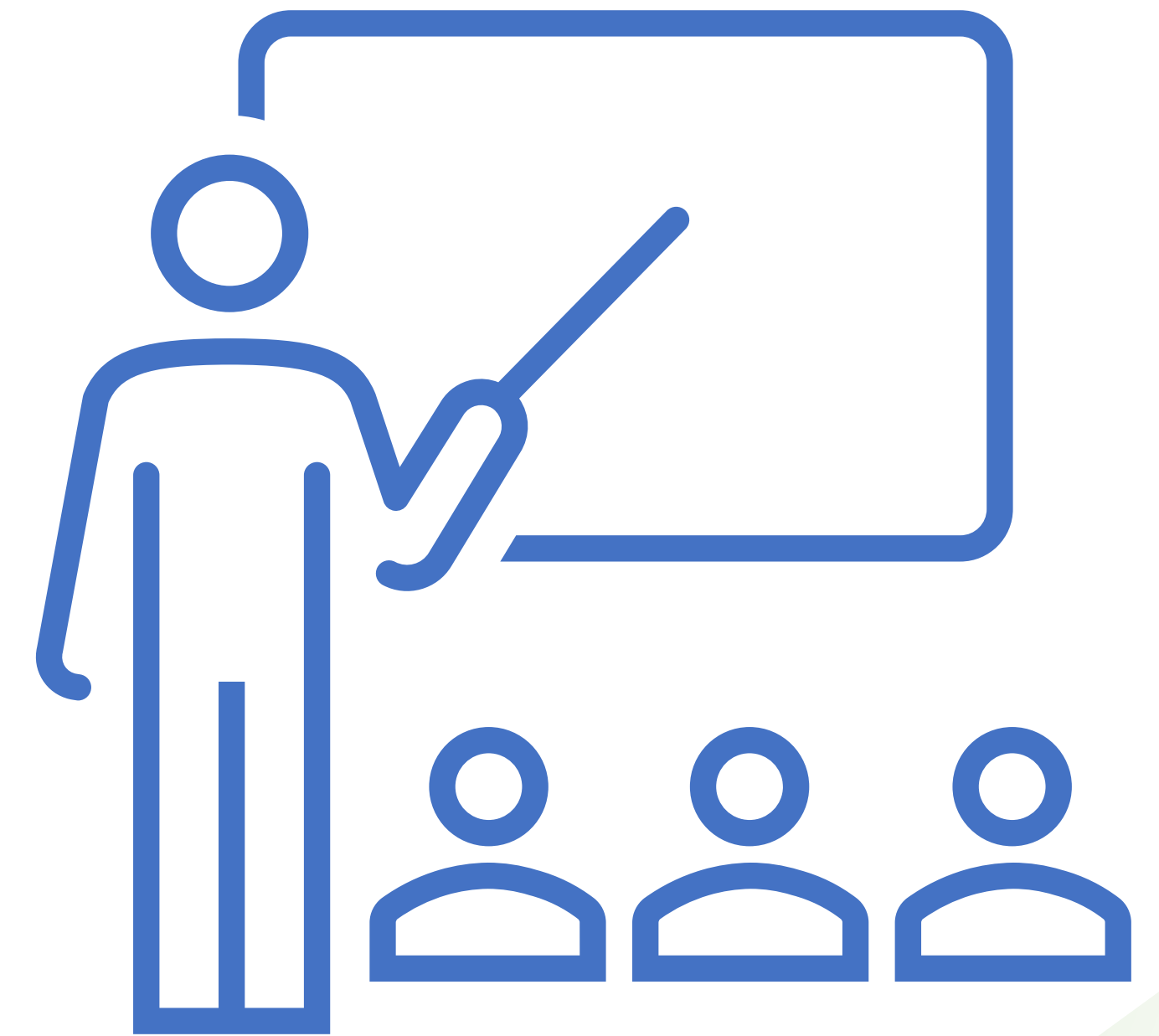
What division they want to learn about

■ Own Division - 129   ■ Another Division - 58

31%   69%

■ Total Number of People   ■ Own team   ■ Different Team   ■ Corporate Level   ■ Site Level

Training

176 people want to undertake professional development training.

Training programs included things like:

- Change Management
- Communication
- Data Modelling
- Six Sigma Green Belt Training
- Power BI

Project Delivery

52 people identified successful **project completion** or a **process improvement initiative** as part of their objectives. They are split across different divisions across the company, as shown in the chart below, with most in Future Energy and Asset Management.


Legend: Type of Project | Asset Management | CEO Office | EMTC | F&CS | Future Energy
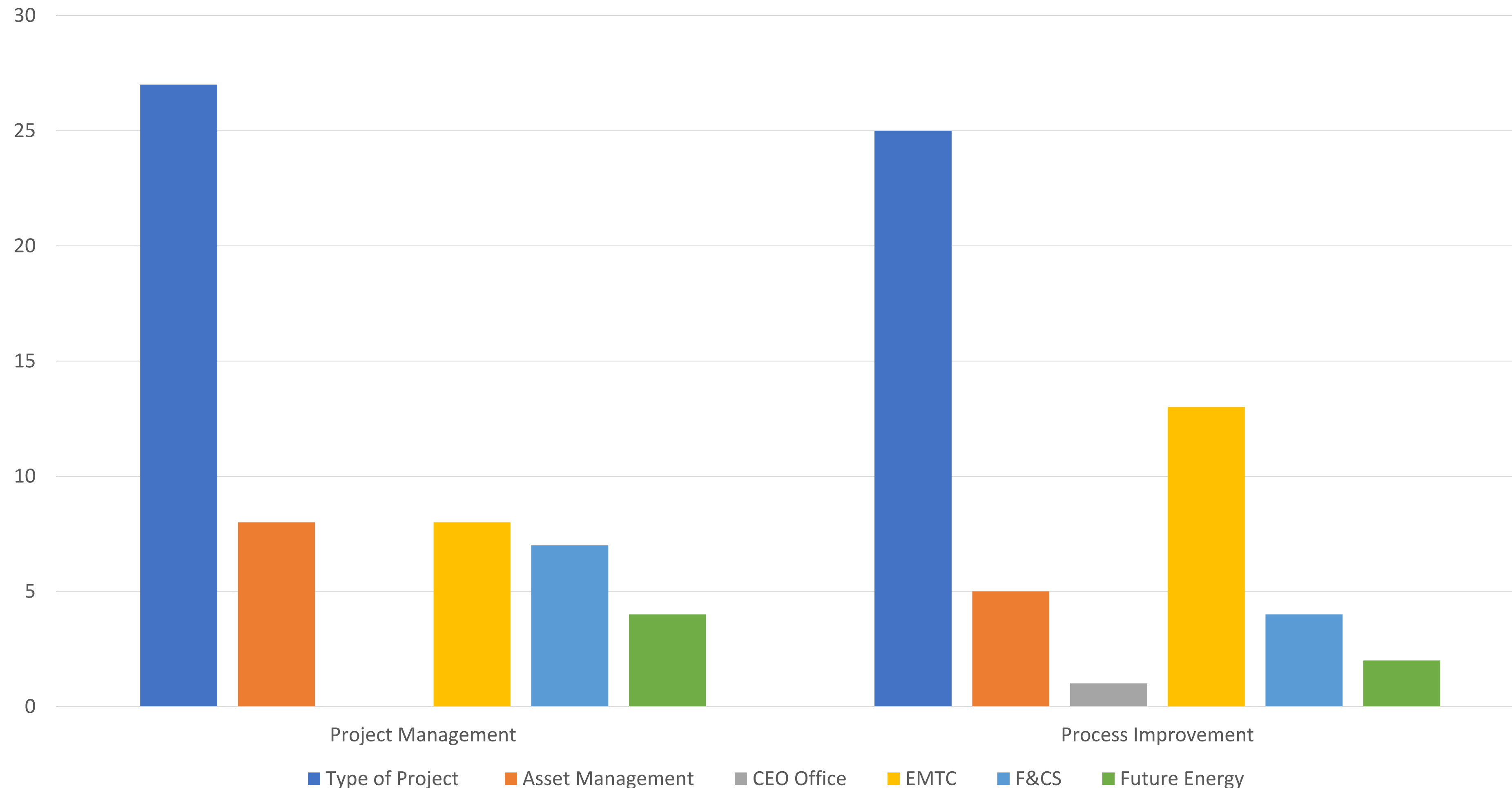
Leadership

36 people want to develop their professional and personal skills to enable leadership growth.

**Most want to achieve that internally** by learning from their managers and leaders across the business.

How employees want to achieve increased leadership capability


Leadership Training Topics
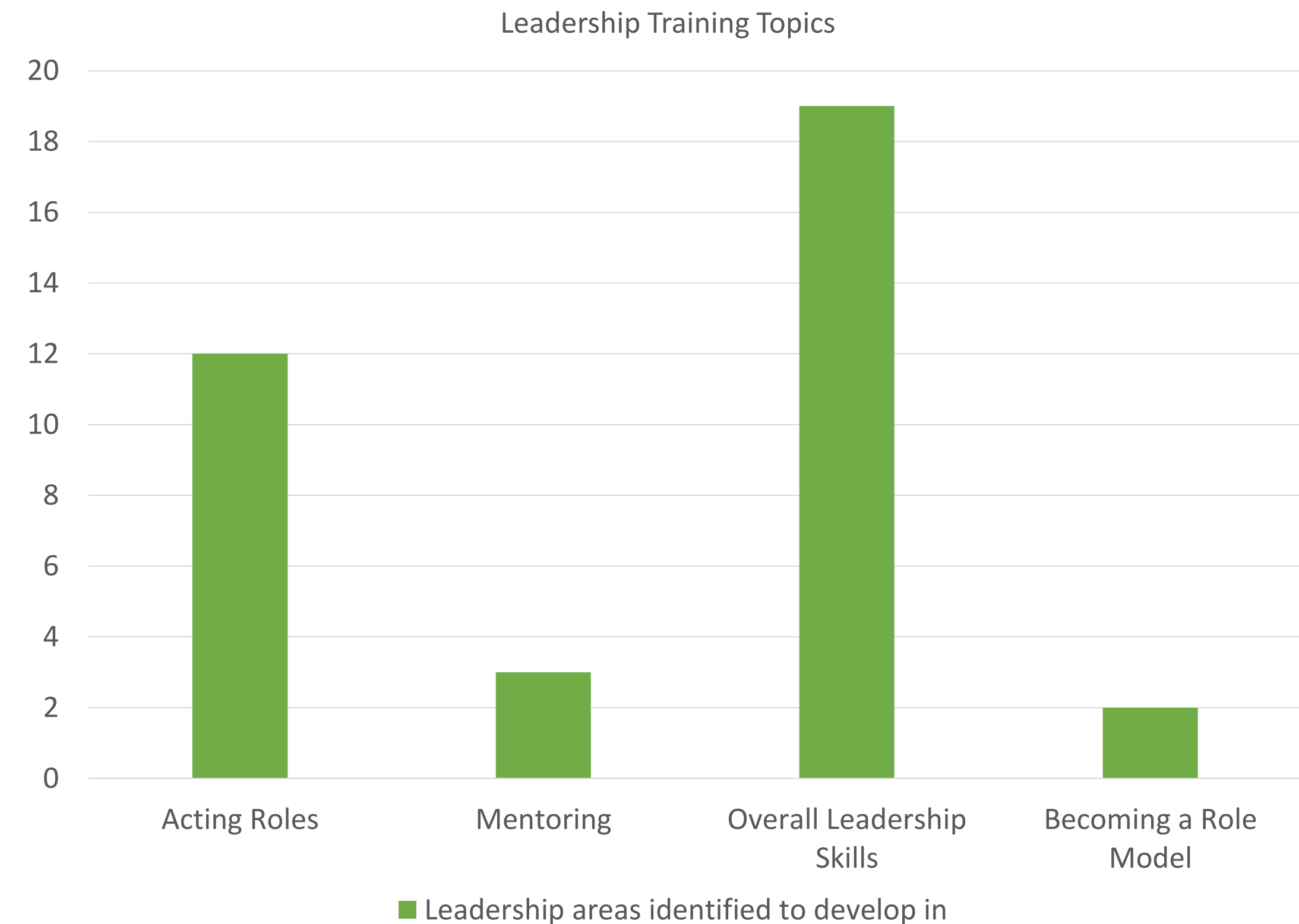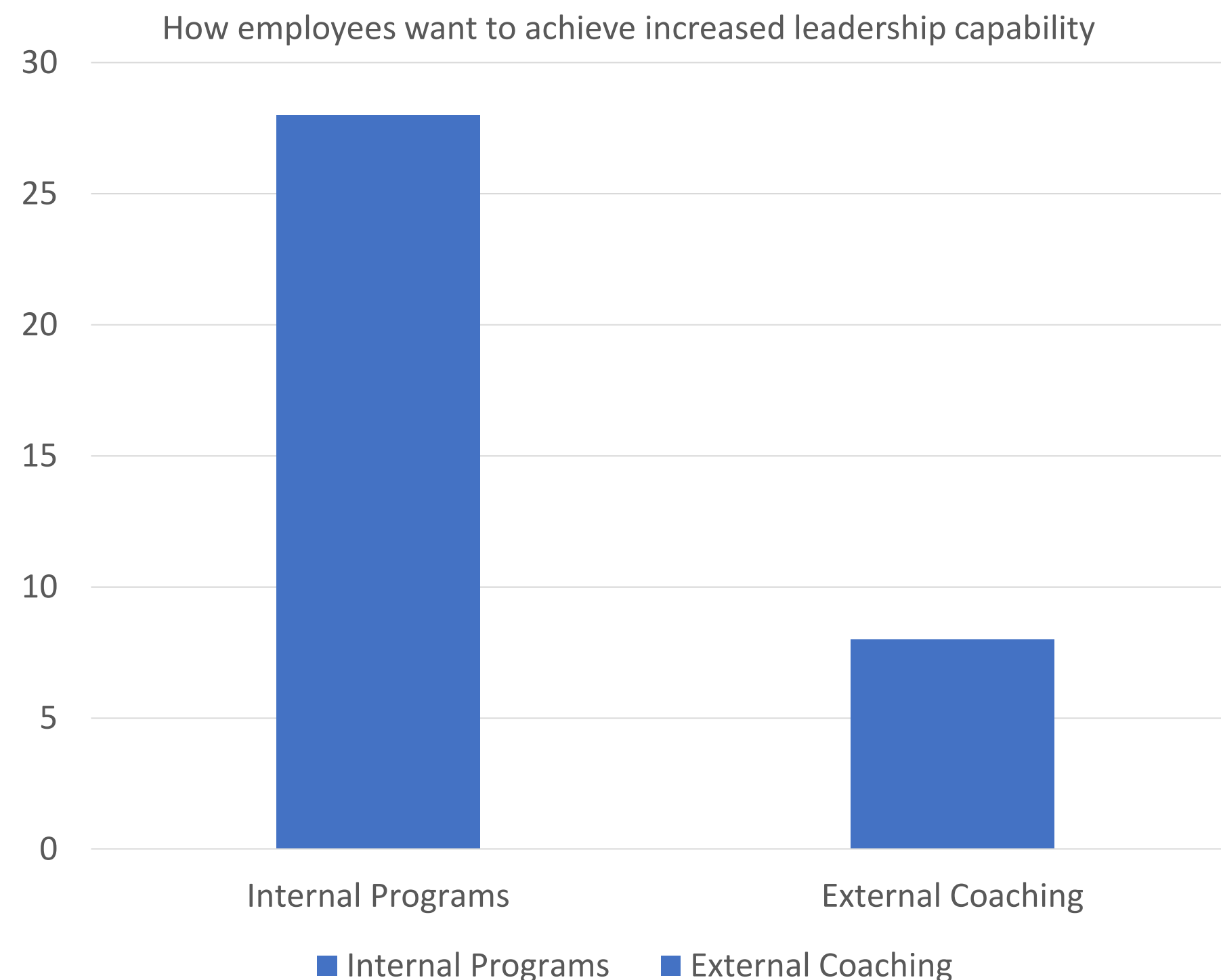
Mentoring

36 people want to participate in mentoring to **help them grow in non-leadership roles** or **become mentors to team members** to enable professional and personal growth in all aspects of their lives at CS Energy.

How they want to participate in Mentoring
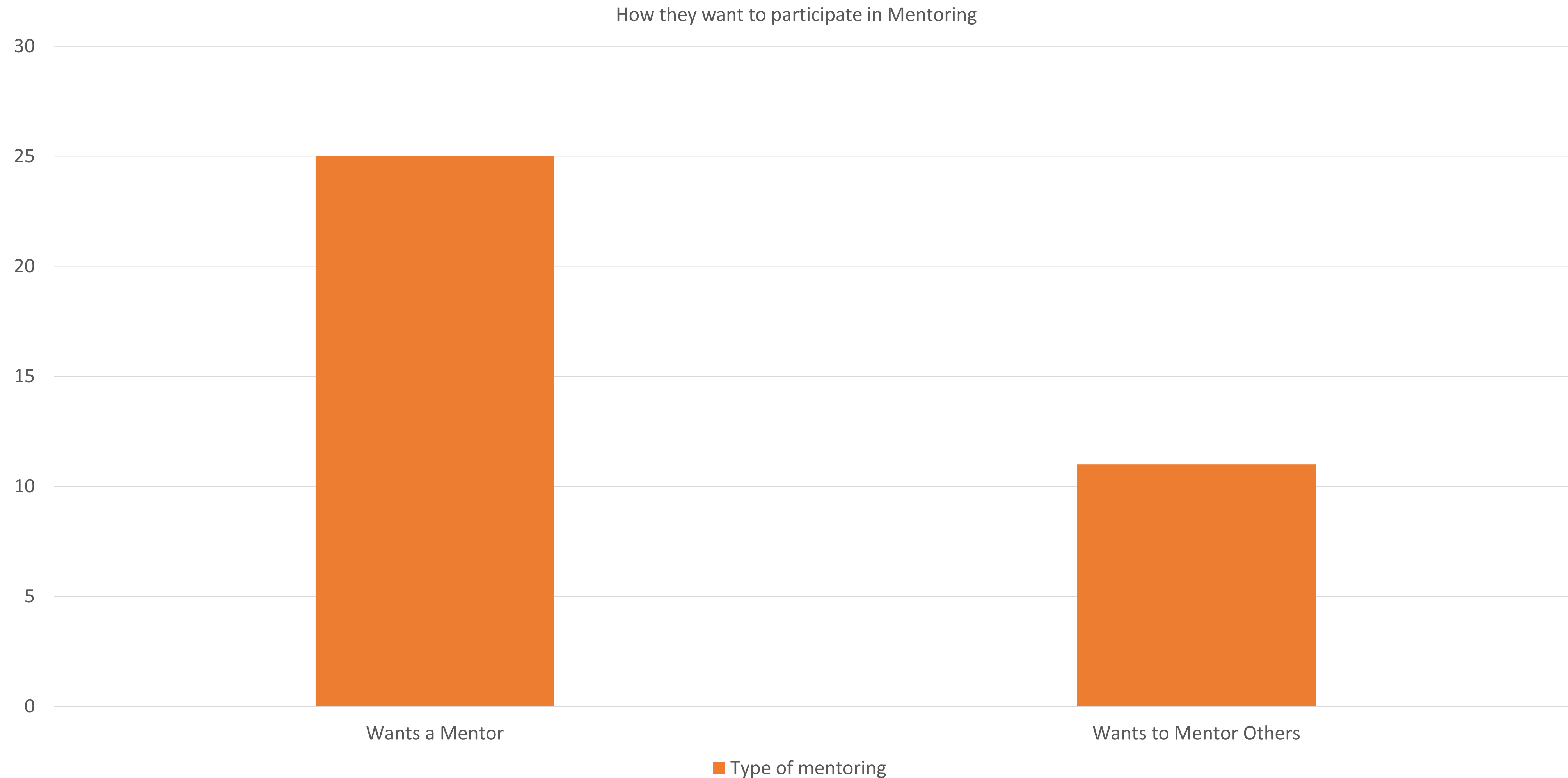
Networking

18 people identified wanting to expand their internal or external **professional** networks.

Networking Type
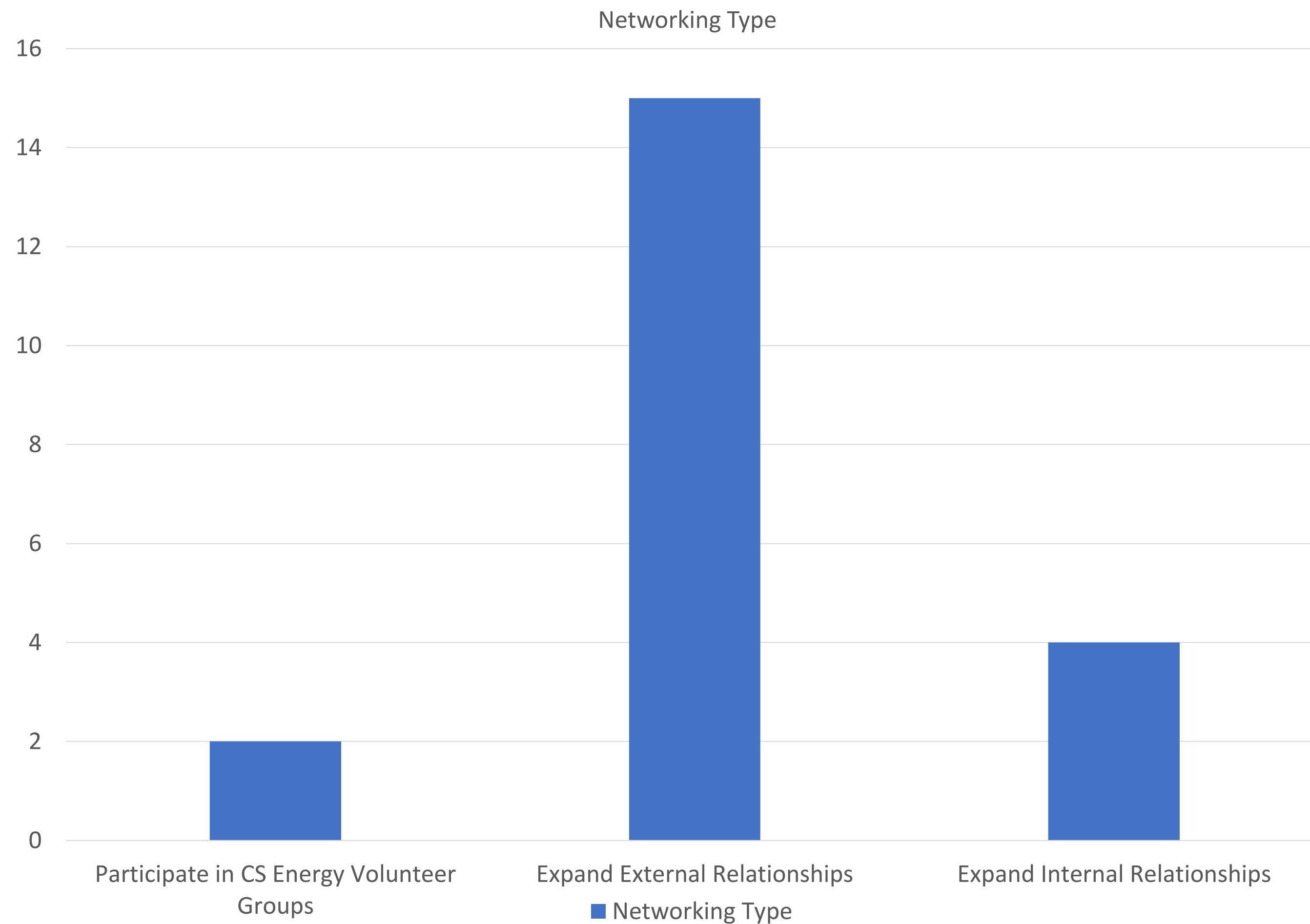
For 83% of people, their focus is building relationships with external vendors, suppliers, and industry peers by **visiting them in person, collaborating in workshops, and sharing knowledge.**

Focus on Development

Our leaders, cognisant of the need to enhance their capabilities, are expressing a clear demand for leadership development. Considering the substantial growth of our business, and the changing energy industry it is imperative we equip our leaders with the requisite skills to navigate the transformation and future proof our business.

2024 Development Programs

Powering Tomorrow's Leaders
- Foundational Leadership Program
- Core leadership and management skills
- Available to upcoming and existing leaders

Enterprise Leadership Program
- Experienced Leader Program
- Focus on strengthening agile and operational leadership skills of experienced leaders
- Available to senior or established leaders

Amplify
- Elevate knowledge and skills of our current workforce for emerging Future Energy assets and technologies.
- Available for any employee interested in Future Energy assets

Enterprise Development Calendar
- Coordinated courses identified by individuals and others throughout our IAP process
- Available for relevant employees

CODE 'We Care'
- An extension on our existing CODE program, with a focus on the benefits of inclusivity, appropriate workplace behaviour, unconscious bias and inclusive leadership
- Available for all employees

CODE
- An introduction to our philosophy on safety motivation, resilience, maturity and the psychology of safety.
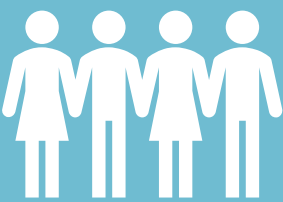- Available for all new employees

Leadership Development

Powering Tomorrow's Leaders

Target audience is new and frontline leaders

12-month program Launch in February

Total of 20 participants

Time commitment is approximately 2 days per month

'Powering Tomorrow's Leaders' is a structured frontline leader program designed to impart essential leadership skills to both emerging and current leaders.

Content will include a mix of online learning, internal SME knowledge transfer, externally facilitated leadership training from experts in their field.

Enterprise Leadership Program

Target audience is Key Talent individuals

12-month program Launch in February

Total of 10 participants (2 per division)

Time commitment is approximately 2 days per month

The **Enterprise Leadership Program** was designed to recognise and reward Key Talent individuals by enhancing their leadership skills and rounding out their organisational knowledge to further contribute to our strategy and leadership culture.

- Content will include a mix of formal targeted training, secondment opportunities, external coaching and SME accelerator activities.
- Each program will be tailored to the individual based on a 360 degree survey.

Leadership Development Needs

Strategic Imperatives	Competency Framework	Leader Skills and Behaviors
Master the Fundamentals	• Safety and Environment • Developing People • Management	• Safety Focus • Innovation • Inclusive Leadership • Problem Solving • Risk Management
Navigate the Transformation	• Leadership • Developing people • Working Across Boundaries • Commercial	• Analytical Thinking • Agility • Change Management • Communication • Adaptability • Accountability
Enable our Future	• Commercial • Leadership	• Problem Solving • Commercial • Strategy • Change management

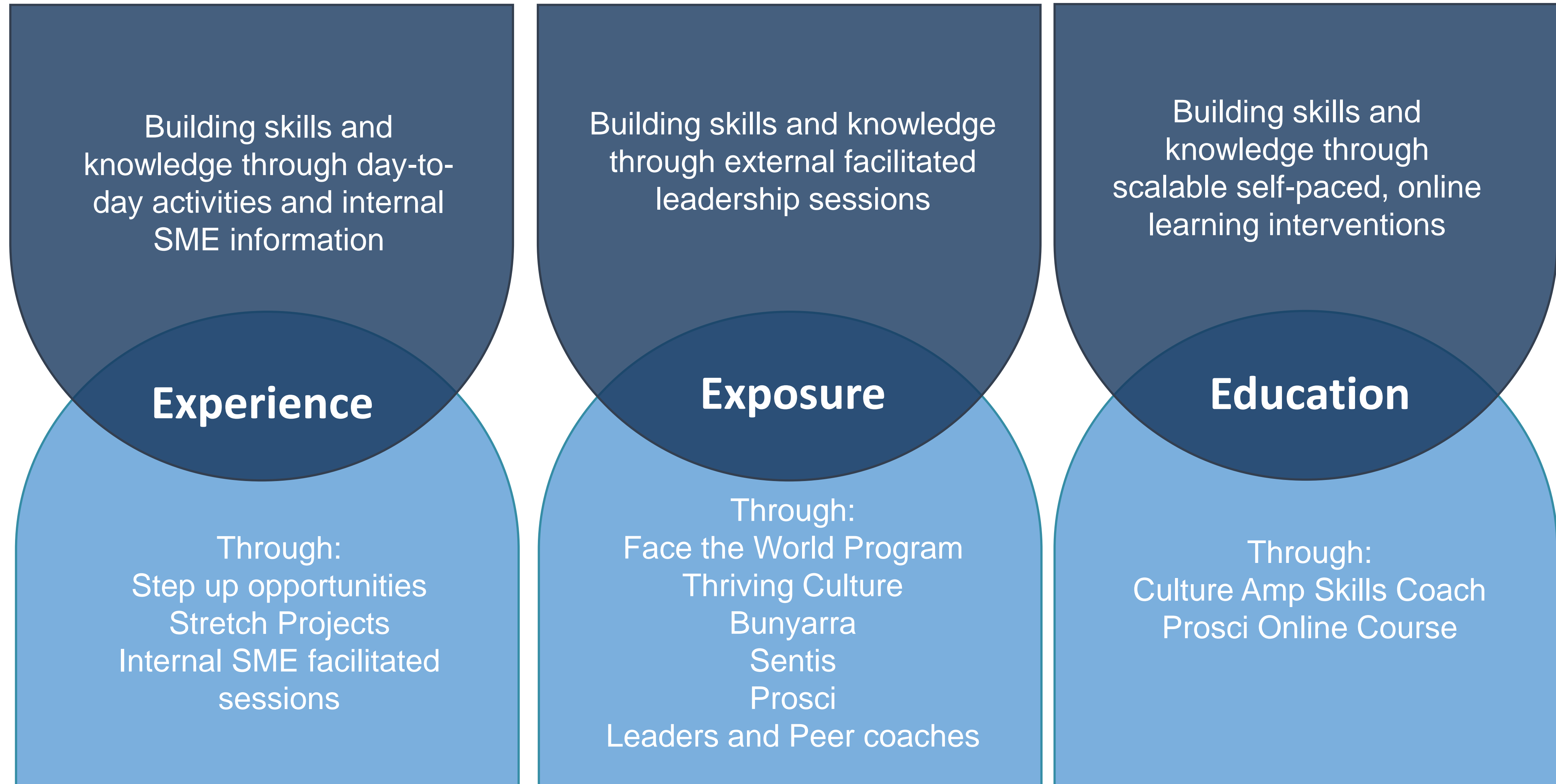# Powering Tomorrow's Leaders

Program Overview

Introduction

Powering Tomorrow's Leaders is a Front-Line leadership program, available for all leaders. It contains three key modules each with online e-learning, face to face workshops and internal SME experiential components.

The program is designed to touch on the basics of leadership, based on feedback from the engagement survey and known gaps in current leadership skills.

Delivery Methods

Experience

Building skills and knowledge through day-to-day activities and internal SME information

Through:
Step up opportunities
Stretch Projects
Internal SME facilitated sessions

Exposure

Building skills and knowledge through external facilitated leadership sessions

Through:
Face the World Program
Thriving Culture
Bunyarra
Sentis
Prosci
Leaders and Peer coaches

Education

Building skills and knowledge through scalable self-paced, online learning interventions

Through:
Culture Amp Skills Coach
Prosci Online Course

Nomination Process

Nominees

22% of our workforce are leaders, with another 5% deemed emerging leaders.

To ensure the program content is appropriate and the sessions are adequately paced, 20 leaders will be nominated to complete the program in its 2024 cycle.

The following criteria has been applied to existing leaders to shortlist the nominees:

- Less than 12 months at CS Energy
- Engagement Score
- Engagement Management Score (directly related to their leadership)
- Woman leader in a traditionally male dominated role
- Consideration from BPs and Head of P&C

Emerging leaders and Ready Now Successors are also able to be nominated.

Enterprise Leadership Program
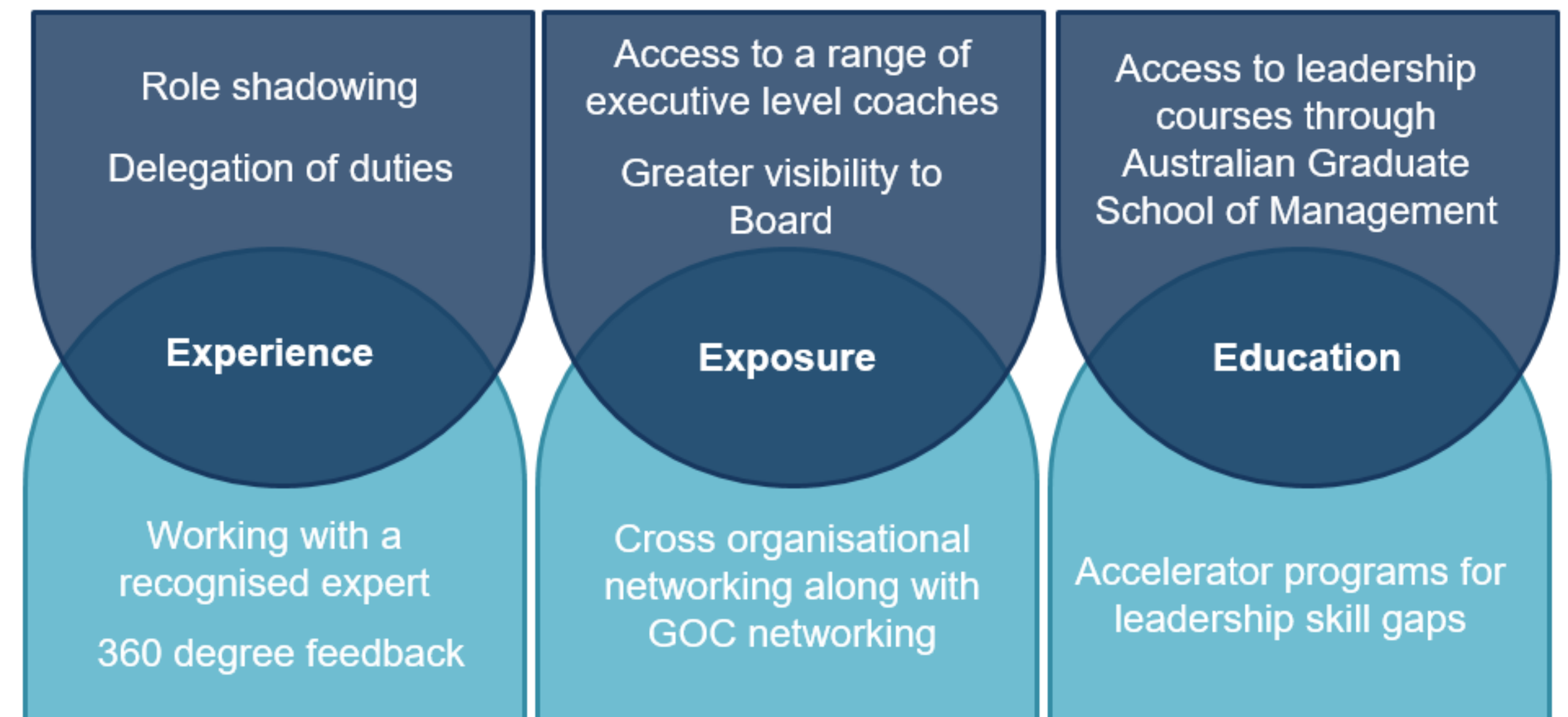
Program Overview

Purpose

Aligned to the Executive Performance Standards, the Enterprise Leadership program will round out individual's leadership capability, creating agile leaders who can both operationalise and optimise by going across the enterprise and ecosystem they touch, forming a well-rounded ready now senior 'enterprise leader'.

Operationalise

Enterprise leaders are able to both operate the current business while also find opportunities to optimise.

Optimise

ENTERPRISE LEADERSHIP PROGRAM

Program Outline

Based on the 70:20:10 learning model, the program combines a mix of development opportunities that will be tailored to each participant.

Role shadowing Delegation of duties	Access to a range of executive level coaches Greater visibility to Board	Access to leadership courses through Australian Graduate School of Management
Experience	**Exposure**	**Education**
Working with a recognised expert 360 degree feedback	Cross organisational networking along with GOC networking	Accelerator programs for leadership skill gaps

Program Milestones

The program will include a mix of experiential learning, relationship based development opportunities and formal courses. The majority of the program deliverables will be offered as self paced / directed learning opportunities across the year.
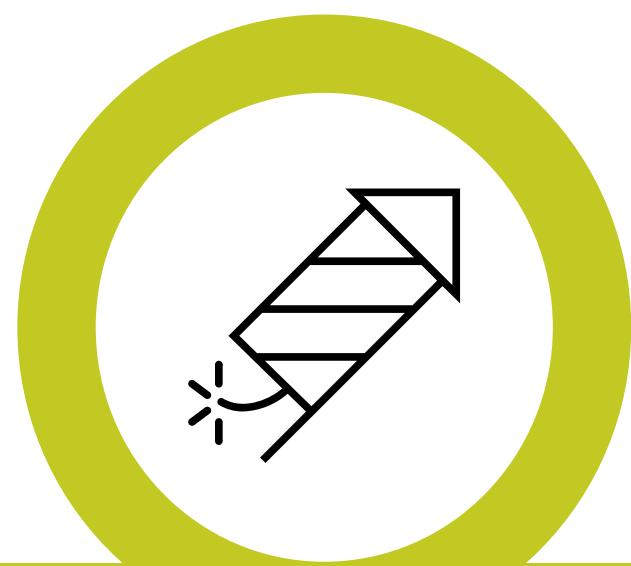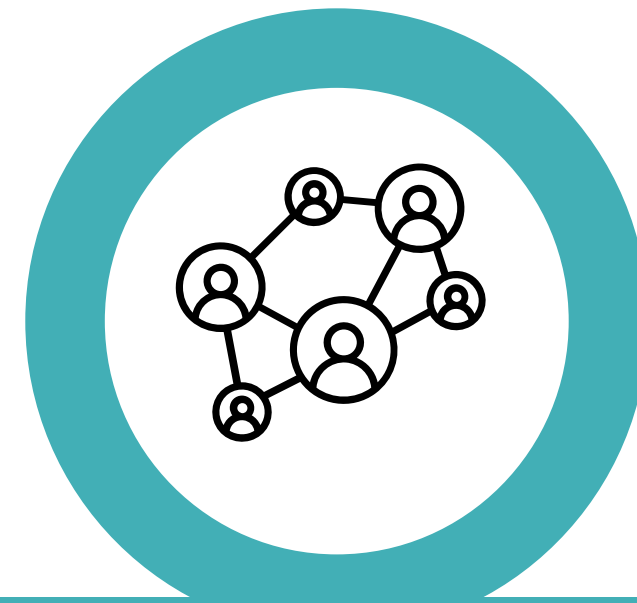
Launch – March

Program breakfast launch and signing of charter

Feedback

360 degree feedback review by leaders and peers to help orientate leadership learning objectives

Relationship Development

Executive Coaching Networking opportunities with Board and industry key stakeholders

Accredited Skills

Leadership development courses through AGSM available on a variety of topics, hand picked for each participant

Expanded Responsibilities

Delegation of duties and increase of role responsibilities

Graduation – November

Formal graduation ceremony with presentation on outcomes and deliverables from program

Experiential Learning

A core element to the program will be the insights you gain on the job through opportunities such as role shadowing, networking and project work. The main elements in your experiential learning will include:

Networking

Through various points during the year, participants will have the chance to attend networking events either externally or internally with industry professional guest speakers

Role Shadowing

Undertake a role shadow experience or an acting role in a higher position or in a different functional area to assist in rounding out business knowledge and skills. This could be through their direct leader, through their Executive Sponsor, or a head of role.

Special Projects

Undertake a special project to further develop strategic thinking and management techniques. Examples could be heading up an internal project or committee or chair an internal council.

Expert Advice

Working with a recognised expert in a skill that requires further development. Whether it be gaining a better understanding of a business function, learning more about a critical role in the business or exposure to a key leader or SME.

Measuring Efficacy

Measuring the efficacy will be most evident in future Employee Engagement surveys – ideally with an improvement in the Management Factor, and overall Engagement both at an individual team level, for those who participate, and CS Energy overall.

We will also survey participants prior to, during and at the end of the program to measure their experience and ensure modules, providers and content is fit-for purpose and impactful.

Participants of the Enterprise Leadership Program will undertake a 360 degree survey at the beginning of the program to determine skill strengths and gaps. Participants will undertake the same 360 survey at the end of the program to measure improvement in identified development areas and to seek leader, peer and team feedback to help identify continued development areas post program.
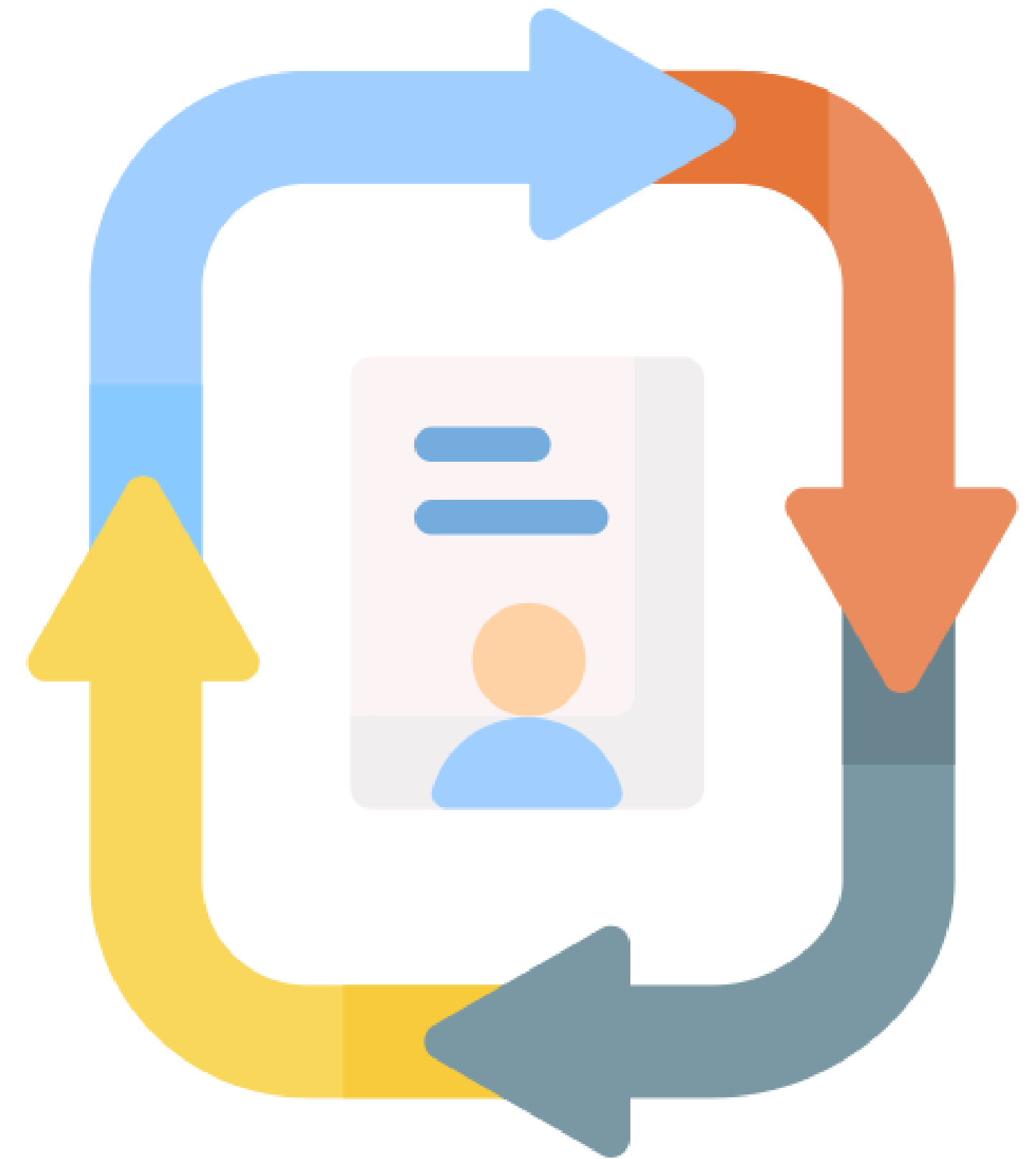
Thank you!
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