
Energising Tomorrow

Navigating the Human Impacts of
Energy Transformation



Acknowledgement of Country

CS Energy acknowledges the Traditional Owners of the lands on which we operate.

We live, work and learn on Turrbal, Jagera (Brisbane), Barunggam (Kogan Creek) and Gangulu (Biloela) land.

We pay our respects to their elders past and present, and recognise their continuing connection to the land, waters and community.



Agenda



Who is CS Energy



Adapting to Change



Leading Effective Change



Large Scale Transformation



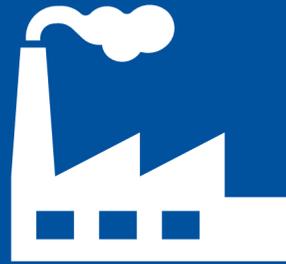
Strategic Workforce Planning



What's Next

DID YOU KNOW

Energy Generation in Australia



Residential and Commercial
energy consumption is up by

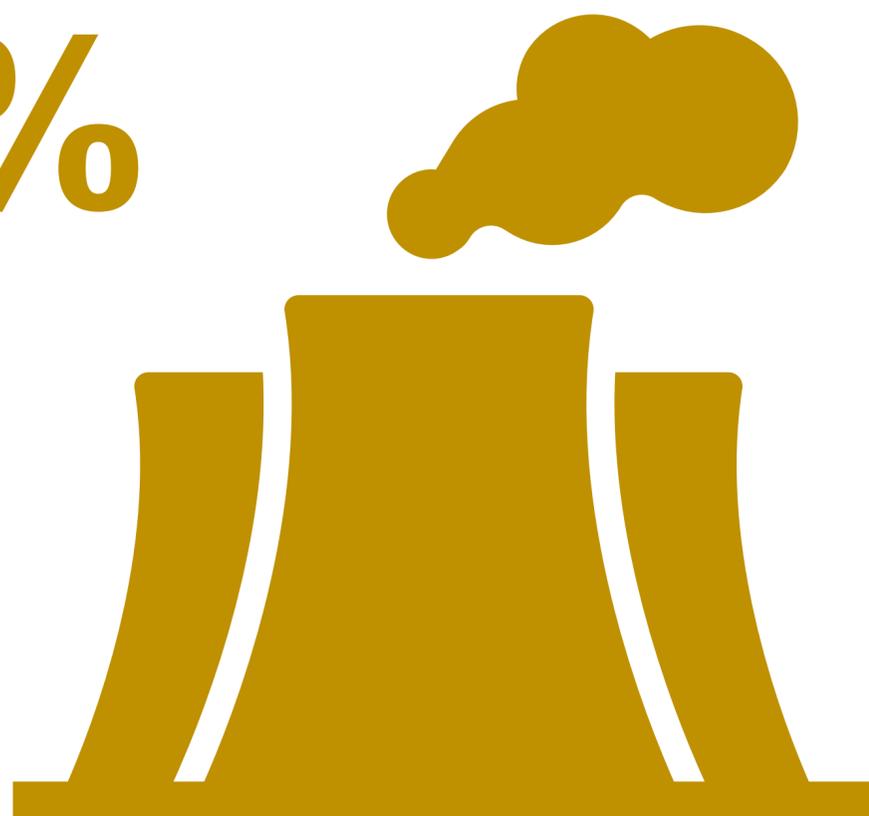
3%

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 PORTFOLIO



SuccessFactors Platform



What is Change Management



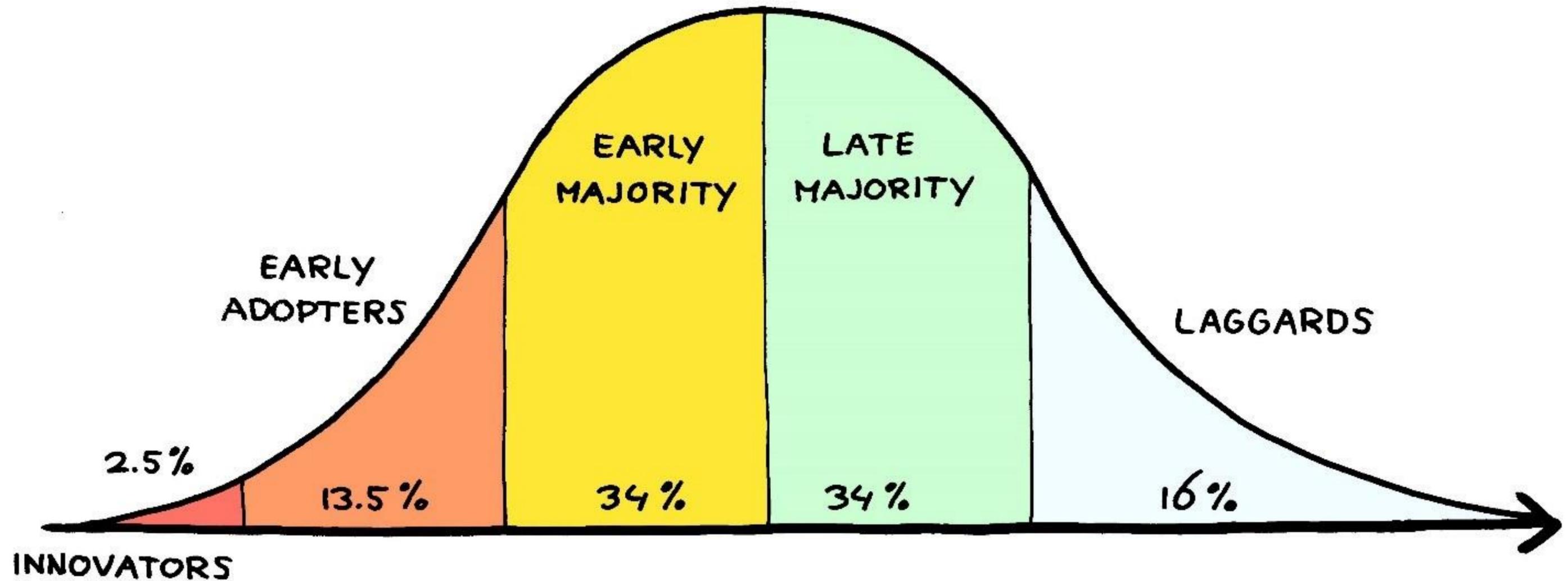
1. What do we know about change

2. Have a think about a successful change you have made at work....

3. What helped you to make this change successful?



Change Adoption Curve



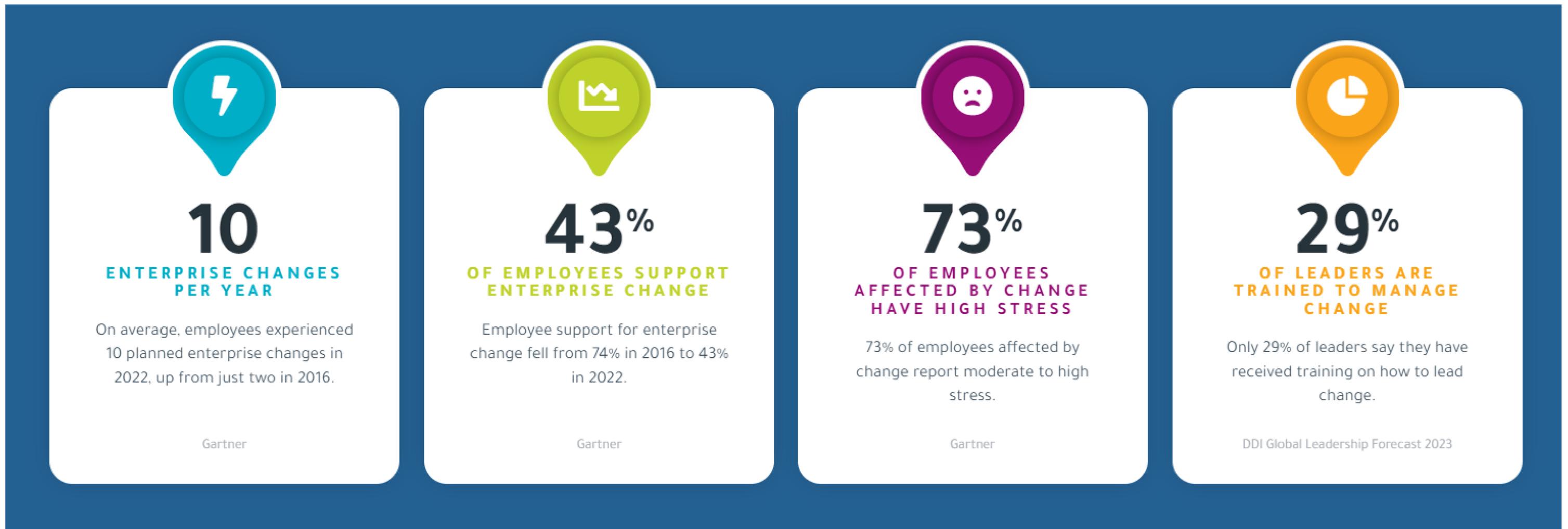
Activity

Leading Effective Change



Successful Change Depends on Leaders

Research shows that leading change is hard, and managers feel ill-prepared to do it. But with the right development, leaders can be successful change champions.



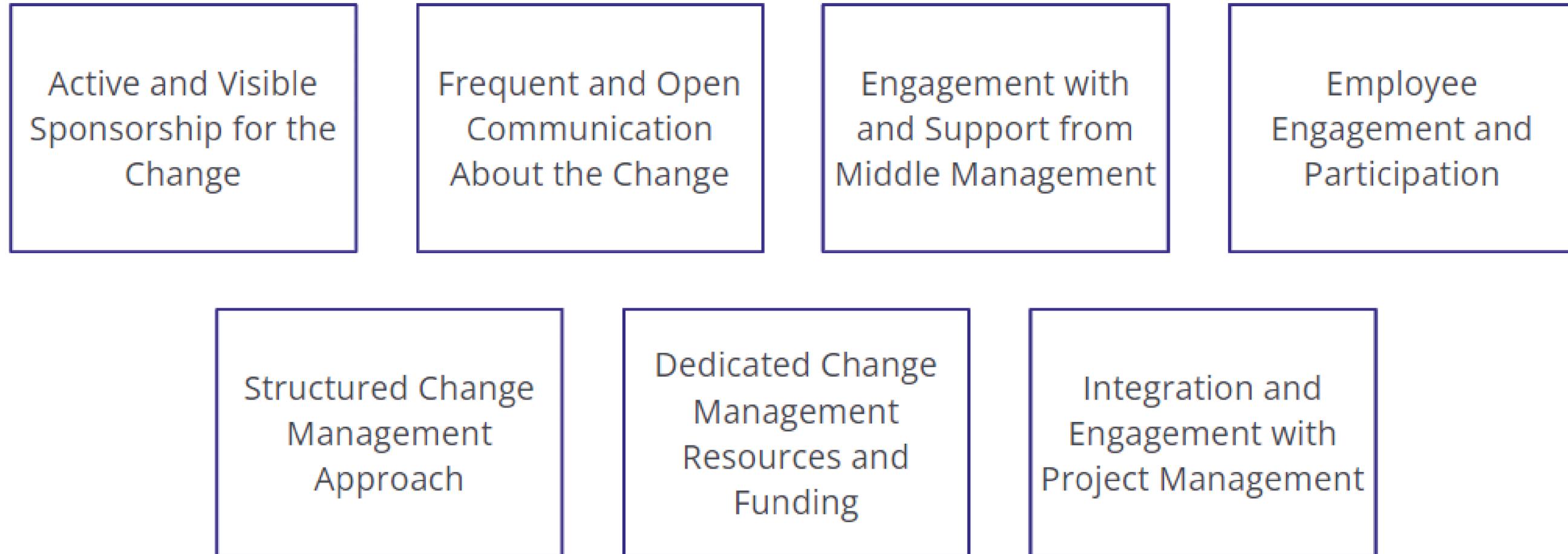
Key Skills that Help Drive Change

To build leaders who can manage change successfully, we recommend they develop and practice these key skills:

- **Adaptability:** Leaders proactively anticipate change with a positive mindset.
- **Communication:** Leaders effectively communicate strategies and rationales driving the change. They also sincerely listen to employee concerns.
- **Empathy and EQ:** Leaders show empathy toward team members' fears and struggles.
- **Leading Teams:** Leaders drive collaboration to engage teams in change.
- **Innovation:** Leaders are open and inclusive to new ideas that advance change.
- **Resolving Conflict:** Leaders overcome resistance and resolve conflict as it arises.



Change Top Contributors



Applying this to large scale transformation



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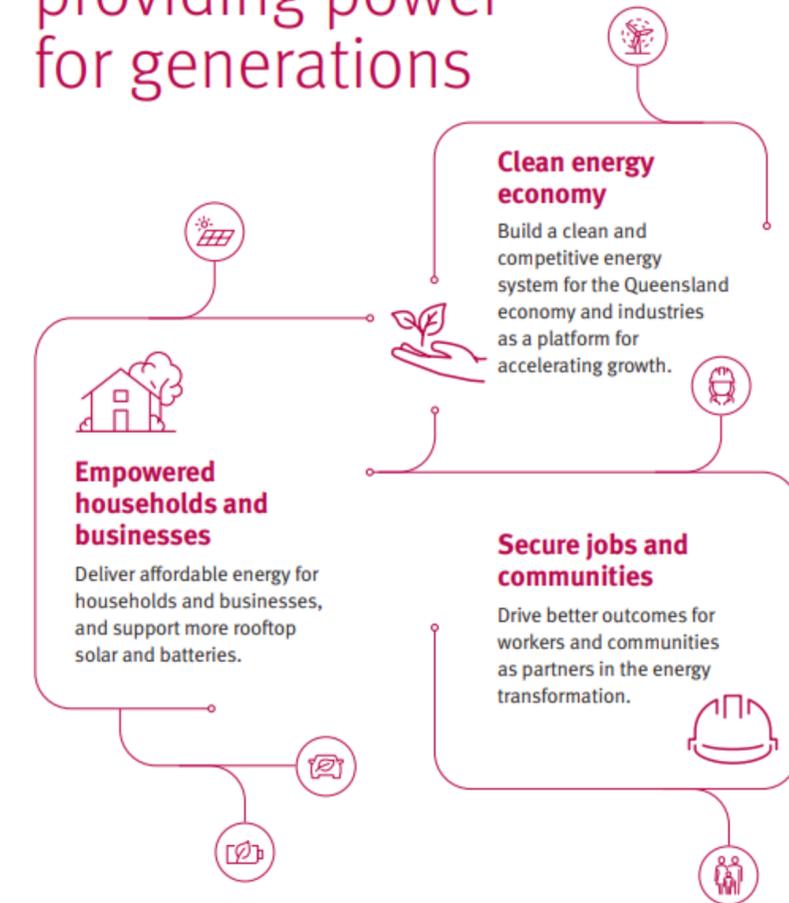
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Equivalent to powering 200,000 homes

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		

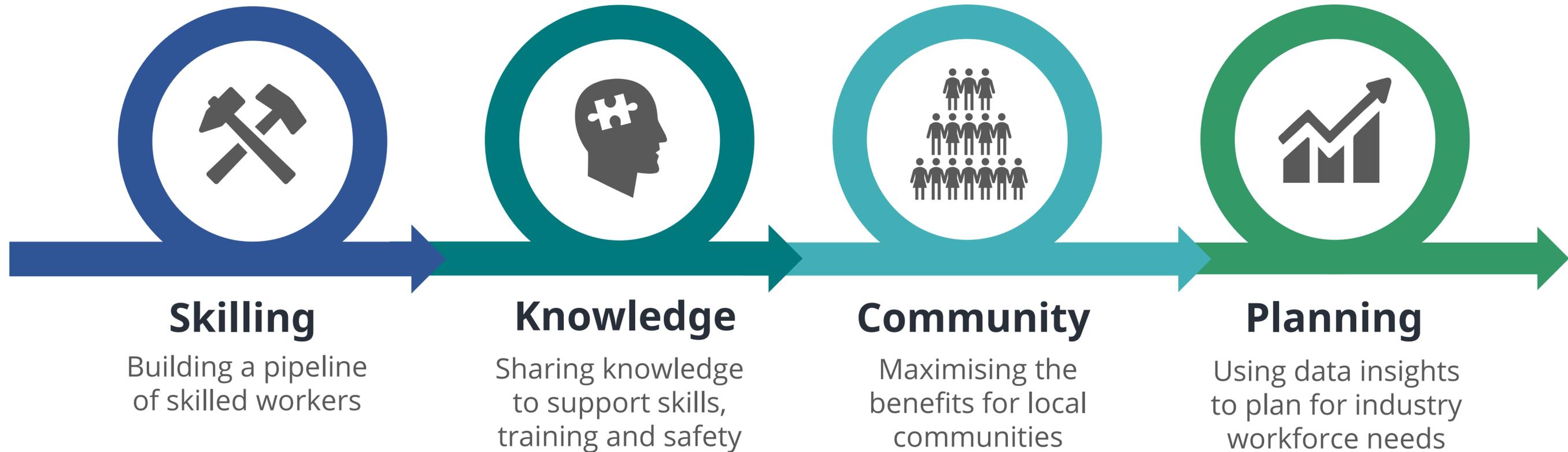
Queensland's **SuperGrid** providing power for generations



A Plan to deliver

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

Workforce Transformation Approach



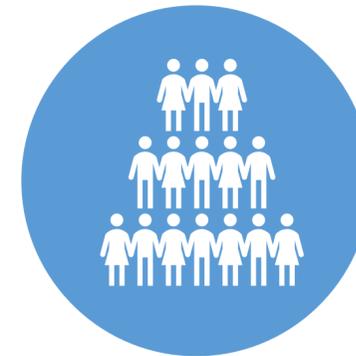
In Partnership With:



Government



Industry



Community



**Education &
Training
Providers**

Why do we Workforce Plan

Workforce planning is a process of analysing the current workforce, determining future workforce needs, identifying the gap between the workforce you will have available and your future needs, and implementing solutions so that an organisation can accomplish its mission, goals, and strategic plan.

Workforce planning is taking the steps today to ensure we have:

- The right **people**
- In the right **place**
- With the right **skills**
- At the right **time**
- At the right **price**

100 Critical Human Capital Questions

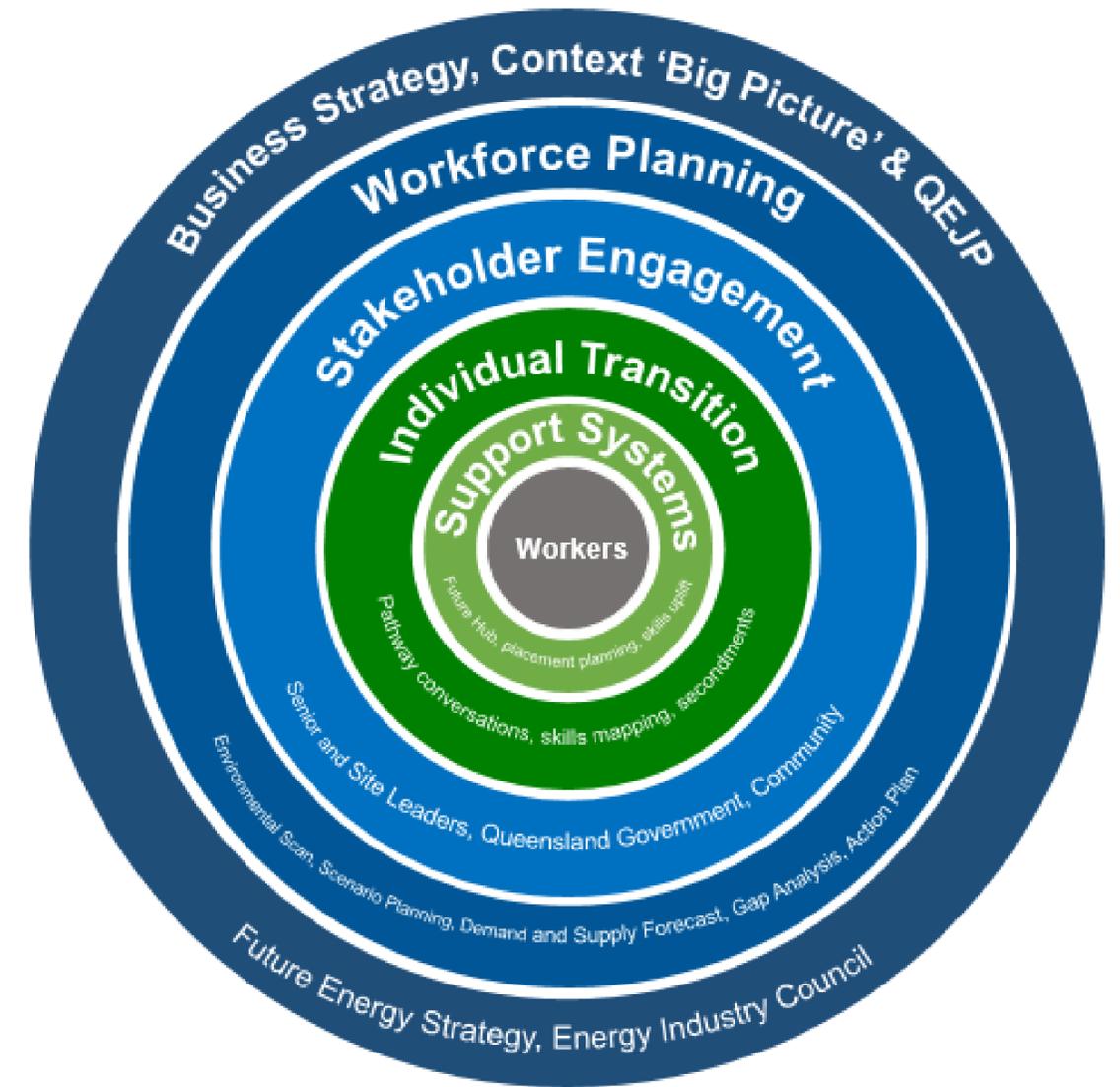
Workforce Planning

1. Are we over-staffed?
2. Are we under-staffed in areas, where if we added people, we would increase our profitability?
3. What is the magnitude of competency “gaps” between needed and actual capabilities?
4. What is the ratio of internal to external hires to balance institutional knowledge with fresh ideas?
5. What percentage of our “critical roles” are staffed with below average performers?
6. What percentage of key positions have identified successors?
7. What is the depth and quality of the successor pool for key positions?
8. What percentage of our high performers are at high risk for departure?
9. Where in the organisation are our high performers concentrated? Where are there very few? Is this by design?
10. Are our highly experienced and skilled talent deployed in positions requiring their skills? Could any of these positions be staffed with less experienced talent?

The Importance of a Process



Strategic People Plan



Workforce Planning Process



Review of long-term operations, organisational strategy and research into external factors

Determine **likely scenarios** across the next 5 + years.

1. _____
2. _____
3. _____
4. _____
5. _____

For each scenario, forecast what the **required workforce** should be and what are the roles needed.

Based on the workforce plan, **identify which roles** will be impacted, including numbers.

1. **Transition discussion** conducted, and a plan created for each worker.

2. Determine possible **individual pathways** based on worker discussion.

3. **Provide appropriate support for affected workers.**

Industry Research

Muja Power Station

Workforce Transition Program & Collie

Liz Baggetta
Head of Transition

CS Energy 16th November 2023



AGL Macquarie

About Liddell

Liddell Power Station opened in 1971 as a coal-fired thermal power station with four 500 mw units.

Owned by AGL since 2014, Liddell has been operating at 1,680MW since 2018.

The station has provided generations of jobs over that time period and has become a social, economic and cultural fixture of the Upper Hunter.

Our people have formed close bonds over the years, taking great pride in providing reliable generation to the market.

Liddell has reached the end of its working life and is scheduled to cease operations in April 2023.

We will close the site in a way that respects the history, our region and the thousands of people who have worked on site.



Activity

Developing Scenarios



Step 1. Develop Scenarios

What are the **likely scenarios** across the next 5 + years.

It's a way to recognise and mitigate risk or plan for growth situations. Scenario planning is also about visualising different representations of an organisation's future, based on assumptions about the forces driving the market — some good, some bad.

Scenario planning is a process pioneered by the U.S. military, which today runs exercises looking up to 20 years out to guide R&D efforts

Consider this....

What are the **knowns** for the future?

Are there any non-negotiables and critical issues to consider?

What are the **unknowns** for the future?

Who are the internal stakeholders / business leaders we need to help validate each scenario?

Who do we need to involve in discussions that can provide input into scenario development e.g. technical advice, market information etc?

What is the process and timing to build the workforce plan for each scenario?

What is our target timeframe to develop the scenarios?

Developing Scenarios



Step 1. Develop Scenarios

What are the **likely scenarios** across the next 5 + years.

Scenario 1: High Growth Scenario

- Plan to grow our portfolio / business / stores / retail operation
- Large scale growth across the business

Scenario 2: Efficiency Scenario

- Reduction in workforce
- Reduction in customer touch points
- Reduction in retail outlets
- Move more online
- Transformation

Scenario 3: Low Growth Scenario

- Small intentional growth over a longer time
- Growing only one area of the business
- Diversifying business
- Restructuring the Business

Workforce Plan - Working Groups

Working Party

- Outline of Working party purpose and outcomes (who, what, when, where and why)

Scenarios Workshopped

- Working parties review scenarios and risks – feedback provided
- Feedback collated and put forward for review

Headcount Forecast

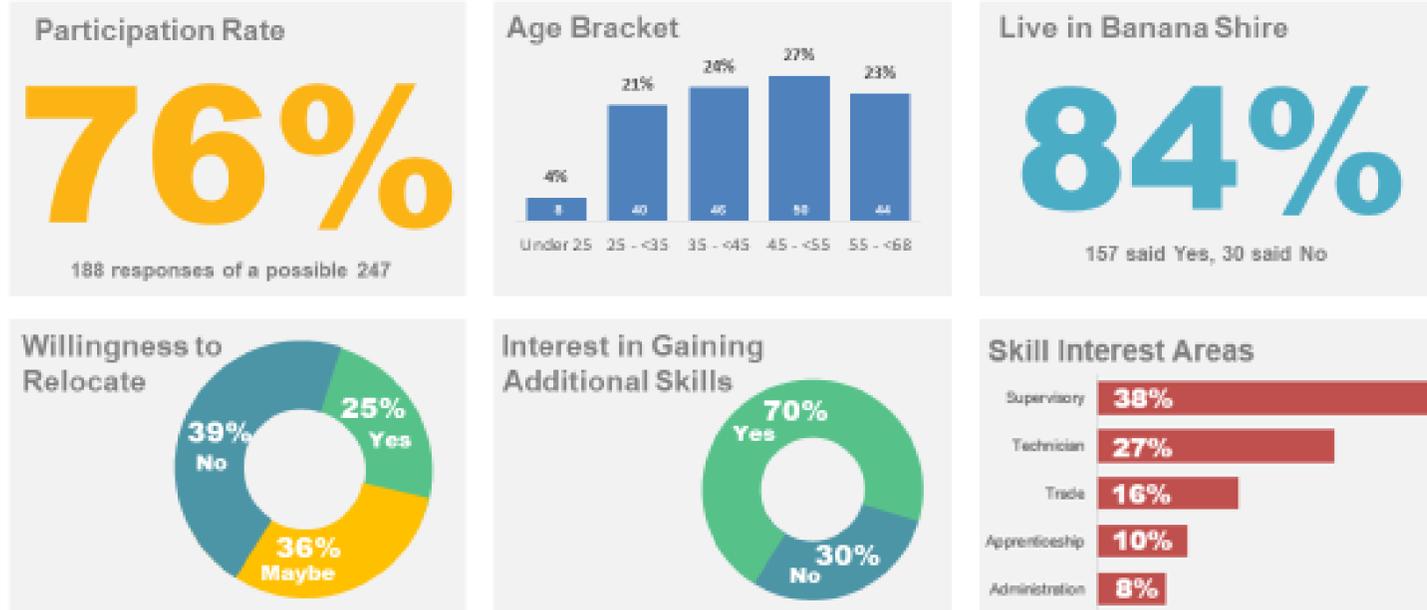
- What is the supply, demand and gap for each scenario
- What skills and roles will be impacted

Collation of Results

- Headcount forecast for each scenario
- Narrow scenarios down to 3 plausible to continue forecasting
- Review final numbers

Early engagement of our people

Callide Futures Group Survey Summary



Worker Engagements

415

Total Stakeholders

350+ Hours

of Stakeholder Engagement*

255

Affected Energy GOC Workers

7

Affected Energy Contractors

7

Sites

43

Union Representatives
(e.g., AMWU, ETU, MEU, TSU,
Professionals Australia)

72

Management Representatives
(includes Executive, Extended, & Site Leadership
Teams)

19

Government
Representatives

10

Other GOC
Representatives

9

Other Industry
Representatives



What's Next



Review of long-term operations, organisational strategy and research into external factors

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3. **Provide appropriate support** for **affected workers**.

Individual Transition Plans

Name:
Role:
Location:
Division:

Skills:
Qualifications:
Willingness to relocate:
Family and Community connections:

What do you love about your current role?

What are you looking forward to with regards to the transition?

What could the transition team do to better support you?

What would you like more of?

What would you like less of?

Do you want your leader to have visibility of your plan?

What is your First Preference:

Stay: Continue in current role until closure

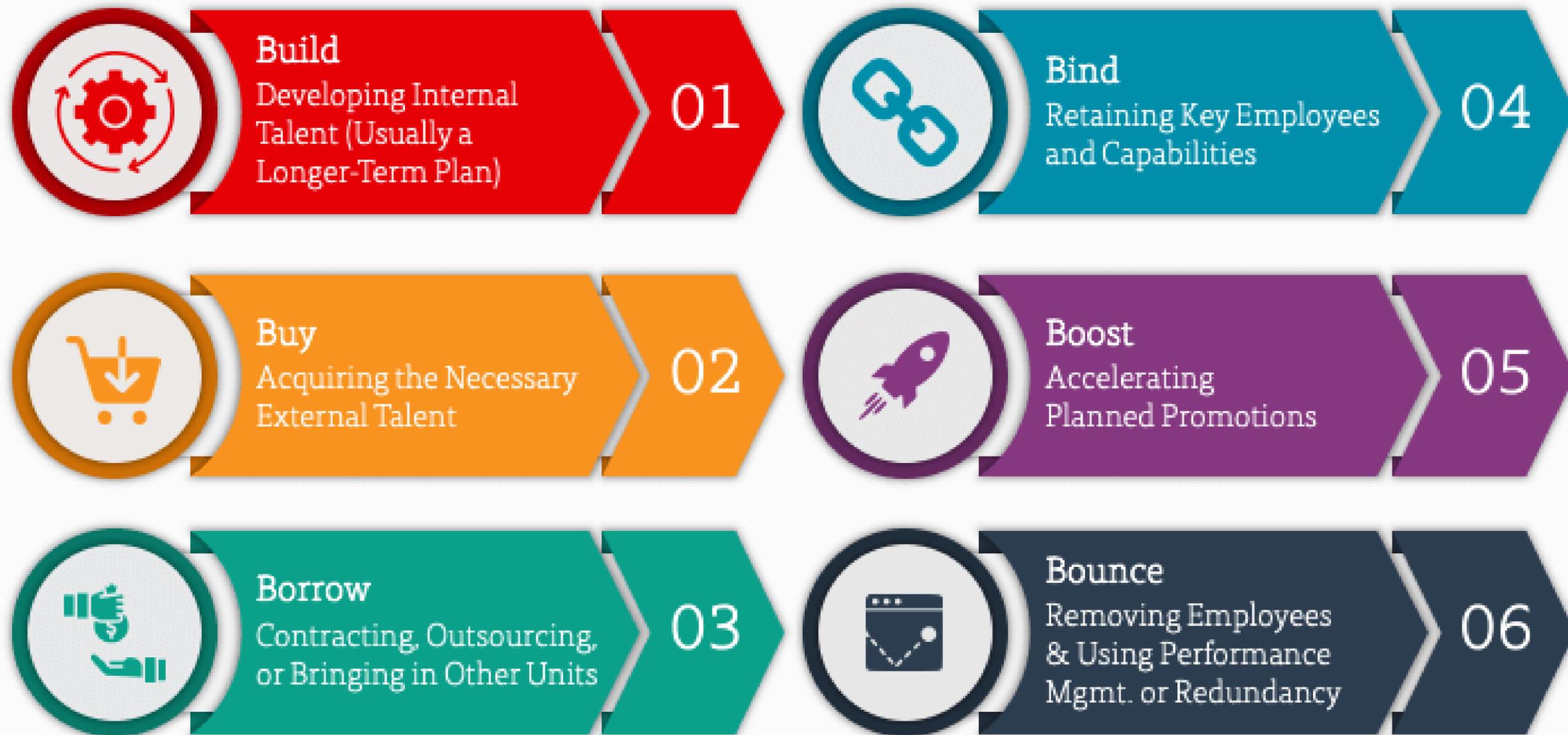
Stay: Upskill or Reskill to take on a new role
Timeframe:

Stay: But relocate to another site in the same or different role

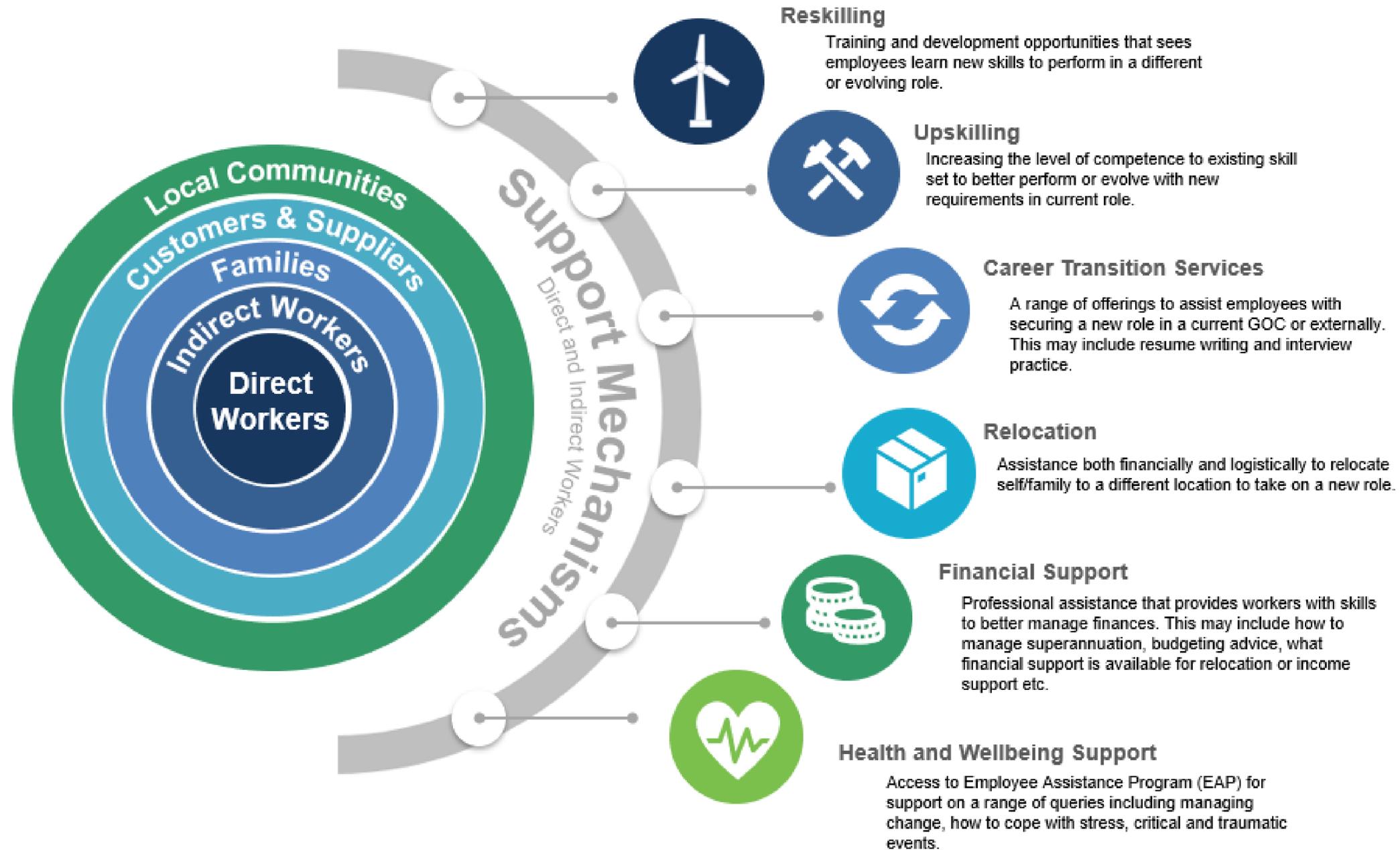
Leave: Transfer internally to another GOC

Leave: I would like to transition to retirement

The 6 B's of Talent Management



Workforce Transformation Support Services



Amplify

Amplify your career into renewable energy through...



Training courses that enhance the technical capability of employees in future energy.

Secondment opportunities to an external partner at another facility, to work alongside experts.



Study Tours of specific sites or facilities that enhance the operational knowledge of CSE.



Other opportunities as identified from time to time that enhance future capability.

Review and Revise



Thank you!
Laura Burge
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