

Transforming CS Energy's Business, People, and the Energy Market

Laura Burge, Mastering SAP Conference



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 Gangalu (Biloela) land.

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



My SuccessFactors Journey



Kogan Creek Power Station



Callide Power Station



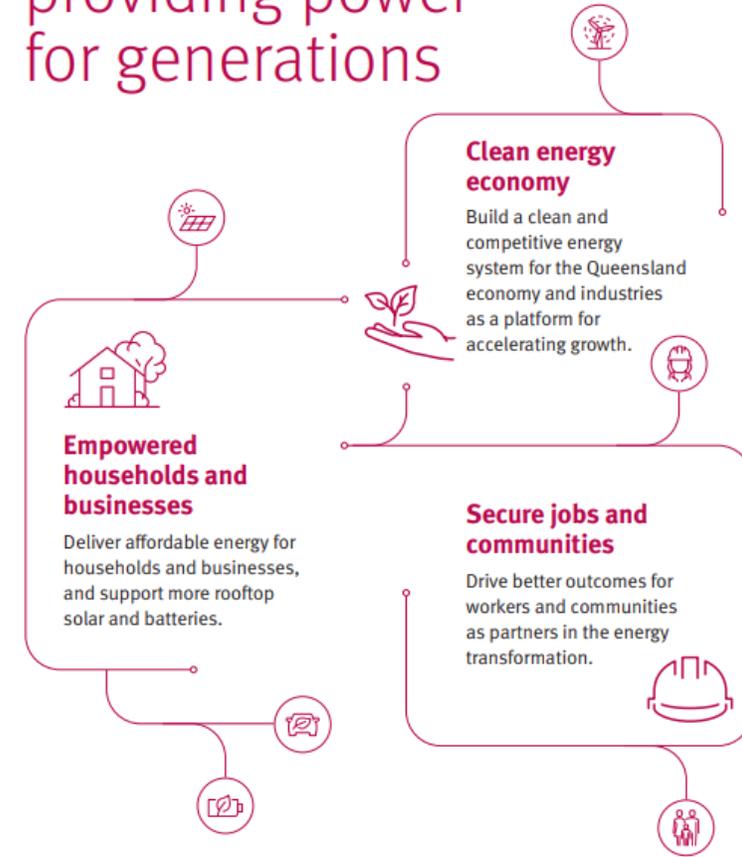
Brisbane Head Office



Queensland Energy and Jobs Plan

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

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



A Plan to deliver

More
jobs

More
industries

Affordable
power

Lower
emissions

Stronger
growth

Overview | 3

Future energy



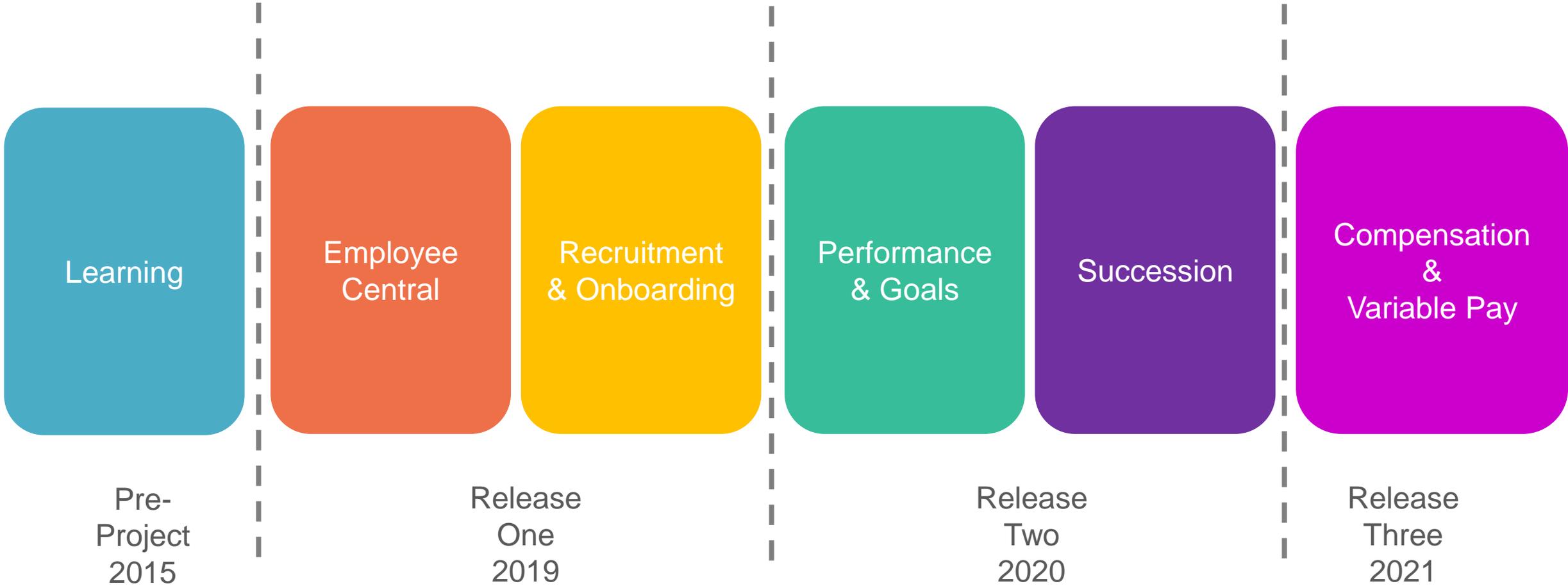
Chinchilla Battery



Kogan Renewable Hydrogen Demonstration Plant



Our SuccessFactors Platform



Why Strategic 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.

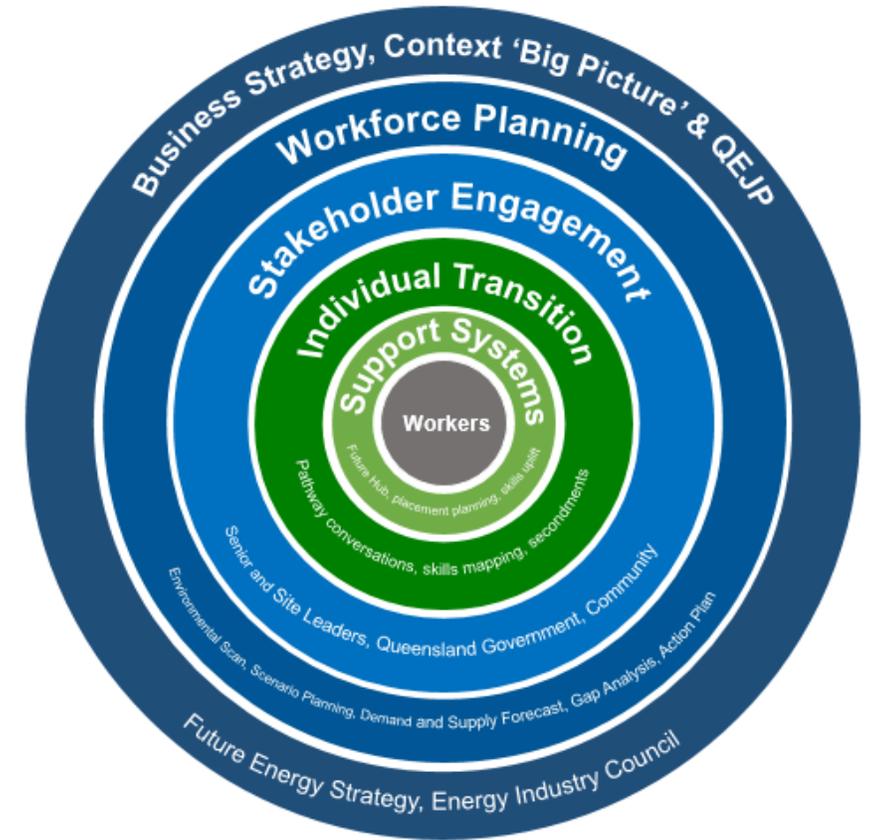
Workforce planning is taking the steps today to ensure we have:

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

Workforce Planning Process



Strategic People Plan



Step 1 Understand: Environmental Scan

548

Headcount



Callide

243



Kogan

106



Brisbane

199

2 ↻ 1

For every two people who enter the workforce, one leaves

Every month....

80,000

baby boomers exit the workforce

280,000

proposed new jobs in QLD

3.8%

Unemployment Rate, with.....

187,000

people in QLD looking for work

Large gaps in certifications and qualifications despite the

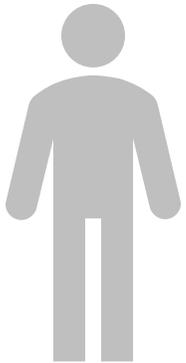
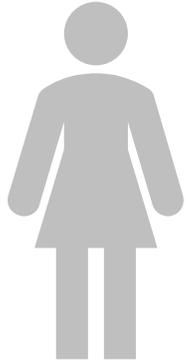
134%

Increase in apprentices

Step 2 Analyse: Data at our Fingertips

Development **Learning**
Performance Demographic
Talent Succession
Recruitment **Remuneration**
Onboarding
Engagement

Leveraging what we have and what we know



Talent Cycle	Employee Central	Performance	Succession & Talent	Learning	Recruitment
<ul style="list-style-type: none"> • Critical roles • Knowledge risk individuals 	<ul style="list-style-type: none"> • Career transition, job and employment profiles • Previous experience • Skills and qualifications 	<ul style="list-style-type: none"> • High performers • High performing teams • Leaders who produce talent 	<ul style="list-style-type: none"> • High risk roles • Succession pipeline • Leader bench strength • Nomination and readiness profiles 	<ul style="list-style-type: none"> • Licences • Skills • Qualifications 	<ul style="list-style-type: none"> • Time to fill • Time to start • Hard to recruit roles

Step 3 and 4 Determine: Skills and Capability Assessments

Project Management (Foundational) Capability Self-Assessment Tool		
Please assess below your current level of competency for all capabilities were applicable.		
Business Capability	Element	Current Level of Competency
Technical Understanding	Comprehends technical concepts and understands the need to incorporate these in effective Project Management.	New/Developing
	Utilises technologies, tools and templates to effectively contribute to the Project.	Foundational
	Communicates effectively in technical terms with the project team.	New/Developing
	Assesses related risks and opportunities with regards to technical concepts and solutions	Foundational
Stakeholder Management	Identifies key stakeholders that can influence the projects performance.	Foundational
	Uses stakeholder satisfaction as a key measure for the assessment of project performance.	New/Developing
	Builds and maintains effective relationships with stakeholders and manages their expectations.	Foundational

My Capability Development Plan (Printable version)							
Project Management - Foundations Capability	Element of the Capability	Current Level (Self-Assessment)	Agreed Level (Manager conversation)	Required (or Desired) Level	Development Actions	Measures	Target Date
Technical Understanding	Comprehends technical concepts and understands the need to incorporate these in effective Project Management.	New/Developing	New/Developing				
	Utilises technologies, tools and templates to effectively contribute to the Project.	Foundational	New/Developing				
	Communicates effectively in technical terms with the project team.	New/Developing	Foundational				
	Assesses related risks and opportunities with regards to technical concepts and solutions	Foundational	Foundational				
Stakeholder Management	Identifies key stakeholders that can influence the projects performance.	Foundational	Foundational				
	Uses stakeholder satisfaction as a key measure for the assessment of project performance.	New/Developing	New/Developing				
	Builds and maintains effective relationships with stakeholders and manages their expectations.	Foundational	Foundational				

Step 5 Take Action: Closing Capability Gaps

Strategies for Closing Workforce Capability Gaps

		Top Advantage	Top Disadvantage
	Upskill	Can be used when a capability is difficult to find in the external labor market	Adjacent skills needed
	Reskill	Positive impact on employee brand	Loss of productivity during training
	Hire Permanent Talent	Guaranteed access to target skills for the length of the hire's employment	Requires time to get up to speed
	Hire Contingent Talent	Can be used for unpredictable or inconsistent capability needs	Potentially negative impact on workforce
	Outsource	Cost-effective	Potential loss of knowledge generated
	Acquire	Can be fast	Expensive
	Use Rotations	Positive impact on morale	Requires manager openness
	Form External Partnerships	Can result in ongoing relationship	Long lead time
	Automate/Augment	Can be scaled to other areas of the business	Requires upfront capital to buy or develop technology

Source: Gartner

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Workforce Planning In Action

Asset Operations and Maintenance Technicians

Critical Role: Wind Turbines

- A grade electrician and or mechanical fitter
- Working at heights permit
- Working in confined spaces
- Wind turbine skills / training certification
- 3 - 4 year lead time





Questions

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