



Jemena Gas Networks (NSW) Ltd

Property Asset Class Strategy



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Abbreviations

ABS	Asset Business Strategy
AIP	Asset Investment Plan
AMS	Asset Management System
ANCAP	Australasian New Car Assessment Program
APAIR	Asset Performance and Integrity Review
CoR	Chain of Responsibility
COWP	Capital and Operating Work Plan

Asset class snapshot

Asset sub-classes



Expenditure drivers



Asset management considerations

- Operational suitability and efficiency
- Whole of life costs
- Legislative requirements
- Environmental impact including emissions reduction

Performance

- Annual property review and actions implemented
- ★ Monthly asset inspections
- ★ Asset Capture data current and reportable
- ★ Asset lifecycle reporting
- ★ Agreed Property Strategy and stakeholder management plan
- Planned preventative maintenance
- Zero LTIFR due to property malfunction
- Risks recorded and compliant within quarter
- ★ Capital spend delivery year on year
- ★ Opex Budget Control within 4%
- ★ Greenhouse gas emissions initiatives
- ★ Continual improvement initiatives delivered

Emerging risks and opportunities



Key initiatives

- Re-alignment of Property Strategy to Access Arrangement 2026-2030, and recent FIRB changes
- Group Property Framework and Governance model revisions to align with RACI for property decisions
- Property Portfolio sustainability plan
- Alignment of fitout and design with HSE and Group policies
- Independent asset capture and lifecycle reporting



PART A: Strategy and asset management principles

1. Purpose of this document

The purpose of this ACS is to explain the approach and principal methods by which the property asset class contributes to delivering the JGN asset objectives, as defined in the JGN Asset Business Strategy (**ABS**) and driven by the overarching Jemena Network Strategy. The ACS is reviewed and updated annually and considers up to a 20-year outlook for the asset class.

Figure 1–1: Summary of JGN asset objectives and asset management principles



As shown in Figure 1–1, the Jemena Gas Networks Strategy sets out what we want to achieve with our assets (both gas and electricity) as a Group. This then informs our JGN asset objectives, which outline what we want to achieve with our gas network assets. We then have a set of asset management principles, that inform the approach we will take to achieving our JGN asset objectives.

The role of the ACS is to bring these together and explain at a high level of **how** we will manage each asset class. From here we can develop the various business cases and works programs that form our annual work plan, budgets, and ongoing expenditure forecasts.

The Property ACS includes information about each asset sub-class, including:

- **Drivers for expenditure** – the key asset management drivers that inform why and when we invest in our property assets
- **Asset management considerations** – the important factors we consider when determining when and how to invest in our property assets
- **Asset performance** – information about performance, condition, and service levels
- **Emerging risks and priorities** – identified threats, opportunities, strengths and weakness that we need to be aware of and factor into our property asset management plans
- **Key initiatives** – taking all the above into consideration, the ACS provides a high level summary of key initiatives / asset management practices we will undertake to ensure our property assets meet the JGN asset objectives

The ACS also includes appendices containing contextual information on the asset class profile. This is the detailed information about the type, specifications, life expectancy and age profile of the property asset sub-class in service across the JGN distribution network.

1.1 Structure of this ACS

Main body

The main body of the Property ACS is structured into three broad parts, designed to allow the document to be reviewed and updated easily:

- **Part A: Strategy and asset management principles** – this section makes the link between the ACS and the overarching Jemena Gas Network Strategy. It summarises the asset class objectives, expenditure drivers and governance process for managing the property assets.

The information in Part A should be relatively static, only changing when there is a material change to the overarching Jemena strategies. While Part A should be revisited as part of the annual ACS review, it is unlikely to require significant updates, and should be reserved for a major review every five years.

Part B: Asset performance – this section summarises the current performance and risk associated with the property asset class. The information in Part B should be high level only, with the finer detail on asset performance and risk available in the related performance reports and risk register. Part B should be reviewed and updated annually, to reflect the critical information from those documents.

- **Part C: Emerging risks and priorities** – this section summarises any risk or opportunities we need to be aware of when managing the asset class. This may include, for example; technical obsolescence; pending supply or specification changes; government policy; or technical developments/innovation.

Part C should also include a high level summary of the current key initiatives or asset management approach being applied to the asset class. Part C does not need to go into detail on specific projects or costing (as this information is contained in the individual business cases and Capital and Operating Work Plan (**COWP**)), it just needs to provide the Asset Class Owner a high level view of the strategies we are undertaking.

The information in Part C should be reviewed and updated annually, to make sure it still reflects the emerging risks, priorities and current projects.

Appendices

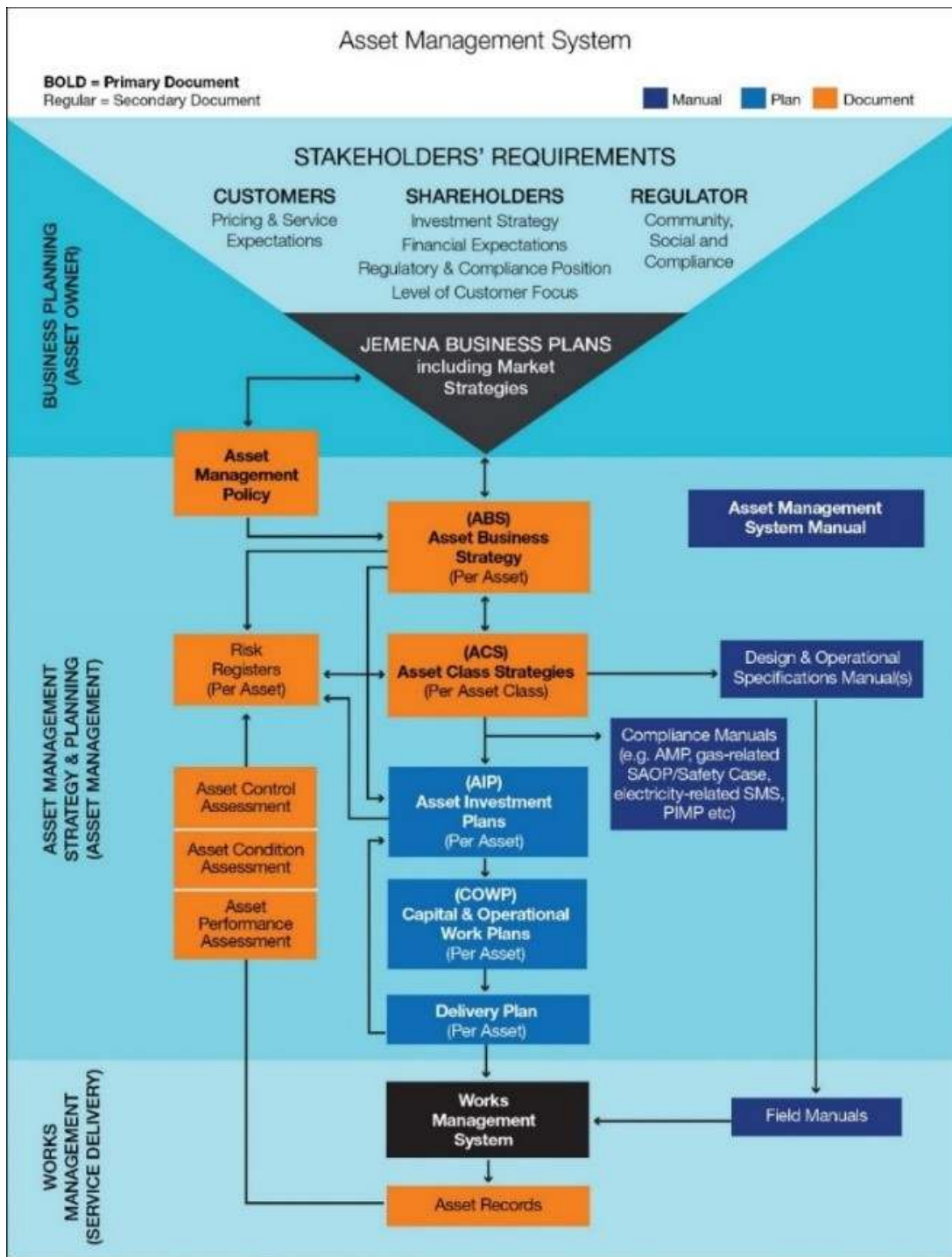
The ACS also includes appendices that contain additional exhaustive information on the asset class type, failure modes, lifecycle management, regulatory and legislative framework, and other information requirements. The information in these appendices is relatively static in nature and should not require an annual update. The appendices should be reserved for a major review every five years.

Much of the information contained in the appendices is drawn from other parts of our Asset Management System (**AMS**) (see Figure 1-2). This information is collated in the ACS to provide a central source of useful and contextual data for the Asst Class Owner. It is also captured in the ACS here to provide line of sight across the AMS and demonstrate consistency with the holistic asset management good practice contemplated by the ISO 55001 asset management standard.

1.2 Asset management system

The relationship between the ABS and other documents within JGN's asset management system is illustrated in Figure 1-2.

Figure 1-2: JGN Asset Management System document hierarchy



A detailed description of JGN's asset management system and its constituent parts is available in the Jemena Asset Management System Manual and the Asset Management System Guidelines.

2. Roles responsibilities and assets covered

2.1 Roles and responsibilities

The Jemena Group owns, leases and operates various properties and land assets that are procured and built specifically to meet the requirements of its various businesses. Responsibility for property is shared between the Group's Property Team (non-network property) and Lands Management (network property¹).

This ACS covers non-network property owned and leased by JGN. It also includes those properties that may be free issued to the business for the tenure of a contract award.

2.2 Description of assets covered

Jemena has five property asset sub-classes:

- Office buildings;
- Depots;
- Emergency Equipment Holding Areas (EEHA);
- Warehouses; and
- Land, primarily associated with remediated sites.



This Property ACS describes how these asset sub-classes are managed from creation through to disposal, including the maintenance and replacement strategies that apply. It also includes a view of major asset management/renewal/replacement programs required over the next five years, and a broader planning horizon of 20 years.

Table 2-1 summarises each property asset sub-class, what the assets do, and the different types of property assets.

Table 2-1: Summary of key property asset types

Asset sub-class	Description	Asset type
Office buildings	Land, buildings, amenities and improvements leased or owned by JGN and used for the primary purpose of JGN's non-field staff	Office Sublet office
Depots	Land, buildings, amenities and improvements leased or owned by JGN and used to store JGN supplies for near-term use, and from which operational teams are despatched	Operational depot Non-operational depot
EEHA	Land, buildings, amenities and improvements located in strategic areas, leased or owned by JGN and used to store emergency equipment such that JGN's can effectively respond to emergency events	EEHA
Warehouses	Land, buildings, amenities and improvements leased or owned by JGN, and used to store JGN supplies for medium to long-term use	Warehouse Meter centre Storage shed

¹ Non network properties are typically those that accommodate permanent needs of staff as opposed to network properties that are directly connected to and support the asset in the field and held for the construction, operation and maintenance of network assets. For example gas compressor stations, off-take stations, easements, and crossings.

Asset sub-class	Description	Asset type
Land	Land leased or owned by JGN that does not fulfil a specific operational purpose, and does not contain buildings or amenities	Remediated site Land under remediation Contaminated site

The quantity of each type of asset in our network is continually changing. The number of each different type of asset at the end of the last calendar year is summarised in Part B of this ACS.

A detailed asset description, along with failure modes and our lifecycle management methodologies, is provided in Appendix B.

3. Strategy and asset management principles

3.1 Alignment of asset objectives

The property asset class objectives are designed to support the JGN asset objectives, which are detailed in the JGN ABS. We have established measures and targets against which we can measure our performance. Table 3-1 provides a line of sight between the overall JGN objectives, property objectives and shows the measures and targets for each.

Table 3-1: Property asset class objectives

JGN asset objective	Property asset class objective	Measure	Target
Meet customers service expectations	Manage property assets to support growth in the network and changes in business requirements	Maintain property portfolio to ensure it is fit-for-purpose	Annual review, with identified actions implemented within agreed timeframes
	Maintain asset safety, reliability and compliance	Manage property assets to ensure the safety of employees, contractors and the public	Demonstrated asset inspection regime per agreed schedule
Asset Capture data current and reportable			100% of time
Asset Lifecycle reporting produced annually (or as required)			100% of time
Annually Agreed JGN Property Strategy and Stakeholder Management in place		Agreed and actionable from Q1 / relevant year	
Reduce opex and capital investment intensity	Maintain compliance with legislative/regulatory requirements	Planned preventative maintenance schedules in place to support delivery of a fully compliant property portfolio	100% of time
		LTIFR due to asset or procedural malfunction	0 LTIFR
		Action all newly identified risks in ASPIRE by end of relevant quarter	Resolution within quarter (or extended by consultation)
Facilitate net zero carbon emissions for JGN and our customers	Reduce the cost of investing in and maintaining property assets, without compromising risk	Demonstrated alignment on capital spend with stakeholder cohort on annual capital plan, reviewed quarterly	Within 10% of budget target (+/-)
		Asset Maintenance Cost Variance Expected cost vs actual cost of maintenance forecast	Within 4% of annual opex budget forecast
	Maintain the property portfolio with a view to lowering the environmental	Reduce property-specific greenhouse gas emissions (or footprint to reduce utilisation gaps) through both	>5% reduction year on year

JGN asset objective	Property asset class objective	Measure	Target
	impact including greenhouse gas emissions	opex and capex initiatives subject to business case approvals	
Increase network competitiveness to remain sustainable and viable	Foster a culture of continuous improvement within the Property Portfolio Team	Continual improvement initiatives planned and delivered	>2 continuous improvement Property or FM initiatives completed per year

3.2 Asset management principles

As detailed in the ABS and facilitating net zero strategies, the operating environment and stakeholder expectations are crucial inputs into how we operate and invest in the network. External factors, including regulations, technical standards, technological advances, and customer requirements are regularly evolving, which means we must regularly review and monitor the strategic drivers for investment.

The ABS identifies the following principles that influence how we manage our assets. A summary of how these principles relate to the property asset class is provided in the table below.

Table 3–2: How the ABS asset management principles apply to the property asset class

ABS asset management principles	Summary	Property ACS
Prioritise safety and service	Our priority is to make certain our assets are safe, provide the service or function our customers and staff need	This allows us to maintain safe property assets to protect those in and around our assets, and ensure our assets are procured and maintained in support of network operations, including in emergency situations.
Listen to our customers and stakeholders	We will listen to customer feedback and seek to offer them the network services they want, working within the regulatory and legislative framework set by our stakeholders	Property assets support the business operating, maintaining and growing the network in line with customer and stakeholder requirements and expectations. The Property team will regularly engage with Jemena operational staff and other users to ensure our assets are fit-for-purpose and that they provide the level of service required to conduct our work safely and efficiently.
Maximise asset value	Where possible we will seek to change the investment triggers for replacement/ rehabilitation of assets such as meters, facilities, pipelines and network pressure mains, with a view to extending asset life where safe and prudent to do so	We identify where property asset lives can be extended via maintenance and condition-based assessment – without compromising safety or efficiency.
Net zero carbon emissions	We will pursue opportunities to use our assets, or connect new assets, to help reduce our own or our customers' emissions, where economically efficient to do so	Where lower-emission properties are a practicable and more efficient solution, we will consider making the change as existing assets reach end of life and/or where it is economical to do so. We continue to engage with developers and leasing agents to understand availability and ratings of alternative properties.

ABS asset management principles	Summary	Property ACS
Incremental approach	We will adopt an incremental approach to modernising and adapting the network, introducing new asset types as older assets fall due for replacement, avoiding large-scale, high-cost replacement programs where practicable	We continue to engage with developers and leasing agents to understand availability and ratings of alternative properties.
Use data to inform decisions	We will seek to inform our asset management practices with better data, for example using more sophisticated leak detection data to target mains and services replacement	We will use key metrics such as asset condition, maintenance schedules and NABERS ratings to inform our property investment plans. This data will be used to inform the properties we purchase and lease, and where they should be located.
Pursue innovation	We will follow technological advancements and investigate how we can apply innovative solutions to ensure the gas network remains valued by customers	We continue to engage with developers and leasing agents to understand availability and ratings of alternative properties.

3.3 Expenditure drivers and asset management considerations

Property assets are necessary to support JGN's various business activities in a safe, reliable and cost effective manner. It is critical we have fit-for-purpose properties to provide services for JGN customers at the lowest sustainable cost. This means our property assets must not only be safe and compliant, but also reduce greenhouse gas emissions where it is feasible, prudent and efficient to do so.

Investment in (procurement and maintenance of) the property asset class is largely driven by the number and locational need of JGN to accommodate our employees and store our fleet and supplies.

The acquisition strategy for non-network property tenure is to own critical sites, where financially sustainable to do so. Where properties are:

- owned, our responsibility for the site extends to the exterior and interior fit out of the building and the land on title surrounding the building.
- leased, our responsibility for the site (beyond managing the procurement and right to occupy) is initial fit out, preventative and regular maintenance, and communications regarding the lease arrangements.

Figure 3–1 summarises the key drivers for expenditure in property asset replacement and/or refurbishment.

Figure 3–1: Drivers of expenditure in property asset replacement/refurbishment/re-leasing



These expenditure drivers are described further below:

- **Safe** – It is vital our property assets remain safe. When we invest in our assets, we consider a range of safety performance measures. Key considerations include building and land function, location (e.g. need for EEHAs in strategic locations). Our aim is to have no LTIFR due to property malfunction. We inspect our property assets regularly, and conduct preventative and reactive maintenance as required to ensure our assets do not pose an unacceptable safety risk.
- **Compliant** – Jemena has a number of legislative/regulatory and commercial requirements we have to comply with regarding our procurement of property, including Foreign Investment Review Board approvals for vacant land and developed commercial land purchases, as well as lease obligations). For improvements and maintenance there may also be obligations that we need to meet in terms of development consent, landlord approvals and occupancy.
- **Network growth** – It is critical we are able to meet the accommodation needs of JGN's staff at any point in time. While the number of staff and contractors requiring accommodation fluctuates, we need to be flexible enough to provide sufficient strategically located sites, desks, car parks and supplies storage areas while being mindful of the financial impact of property investment decisions. Availability and price of property in New South Wales have become our biggest issues.
- **Enable net zero** – We have a responsibility under the [Safeguard Mechanism](#) and the [Government's Net Zero 2050](#) targets to reduce our greenhouse gas emissions, and to use our network assets to help customers reduce theirs. Our property assets are critical to JGN reducing its emissions, and reducing the overall greenhouse gas footprint of the network. Where practicable and economically efficient to do so, we will make the switch to lower-emission property assets, based on a whole-of-life cost assessment.

Cost and affordability are always factors of consideration. When incurring expenditure against these drivers, our aim is always to address the issue at the lowest practicably sustainable cost. Note this may not always mean the cheapest option. In making our investment decisions we consider the longer-term use of the assets in question, along with a suite of additional considerations. For property assets, key considerations are:

- **Changing business needs** – Are our property assets fit-for-purpose? Do they meet the requirements of the business now, and do we expect them to continue to meet the needs of the business over the life of the assets? Do we have sufficient utilisation of our property assets to show they meet JGN's needs?
- **Foreign Investment Review Board requirements** – Does the land purchase need approval from the Australian Government? Are there conditions attached? How long will the approval take? Are we better off leasing a property given potential conditions?

- **Availability** – Can we purchase the assets required to meet business requirements? Is there an option to lease property that is fit-for-purpose? Can we get property in the required strategic locations?
- **Price** – Can we purchase or lease properties that are reasonably priced and fit-for-purpose? What is the cost differential between buying and leasing assets?

Taking these considerations, our expenditure drivers, and our asset objectives into account, we select the most prudent and efficient strategy for managing each class and sub-class of our property assets.

3.4 Asset strategies

Our strategic approach has been to purchase critical property assets, rather than lease. While this represents the ideal property tenure, this is not always possible. Jemena has a series of property principles which are used in considering all property acquisitions. After considering these principles, ownership may not be the most prudent or efficient option, in which case a leasing arrangement will be pursued.

Non-critical sites are usually leased for a period of not less than three years, but this may be dictated by the business requirements.

The options available for asset lifecycle management reflect a trade-off between capital and operating expenditure. The preferred asset lifecycle management option for the non-network property asset class involves reducing risk and maintenance costs through proactive lifecycle management of non-network properties.

Lifecycle management plans are in place for all major sites. There are also strategies in place to address preventative maintenance, energy efficiency and efficient space utilisation for major sites.

Jemena's preferred lifecycle strategy is to undertake proactive management. This involves properly maintaining buildings and fit outs to ensure the working environment for Jemena employees is structurally safe and operationally efficient. A proactive maintenance approach includes preventative maintenance and a fix on fail approach. This approach is taken for all occupied Jemena non-network sites.

A distinction should be made between freehold and leased sites. While Jemena holds the overall responsibility for the lifecycle management plan and all maintenance for freehold sites, at leasehold sites Jemena's responsibility for maintenance is dictated by the terms of the lease.

3.5 ACS planning horizons

The ACS consider three forecasting horizons when planning, with the two-year COWP being the most accurate. The AIP taking a 7-year view, and a 20-year outlook to ensure planning for the long term benefit of customers.

Over time, planning profiles have been informed by the objectives outlined in the ABS as well as customer expectations, JGN's regulatory and operating environments, asset condition and risk. The forecast beyond two years is more subject to change as these factors evolve, and even more so beyond year seven². Therefore, the forecast is indicative only and represents the projects required for this asset class to continue to support the JGN objectives.

3.6 Governance

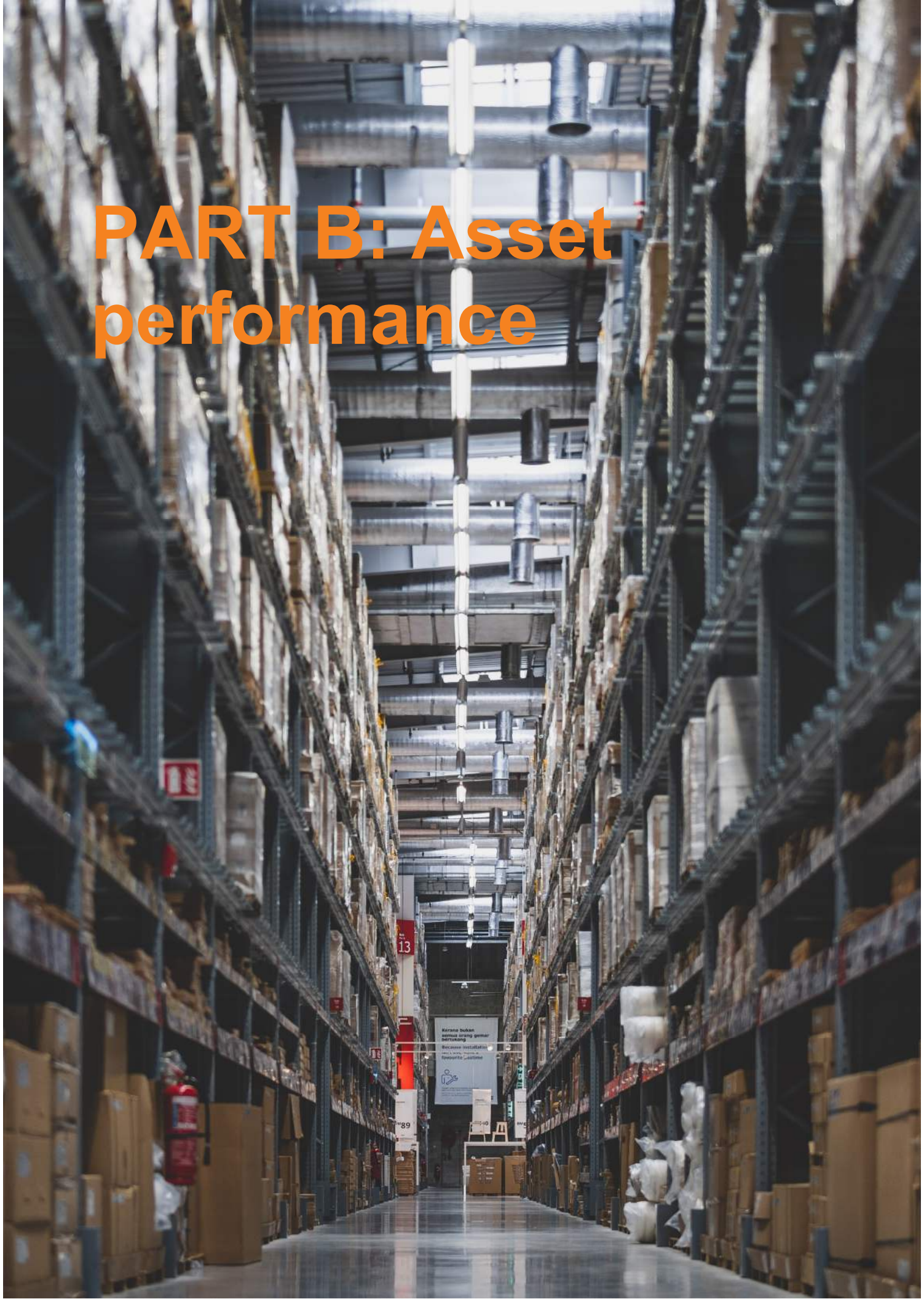
This ACS is reviewed to ensure ongoing alignment with the Jemena Business Plans and the asset objectives outlined in the ABS, and to account for any additional asset performance and risk information. Table 3-3 outlines the RASCI for this ACS.

² Seven years is the planning horizon of the AIP.

Table 3-3: RASCI Governance Table for ACS

Element	Descriptor	Group/Person
Responsibility	Who is responsible for carrying out the entrusted task?	Group Property Team
Accountable (Approval)	Who is responsible for the whole task and who is responsible for what has been done?	Group Manager – Procurement and Property Services
Support	Who provides support during the implementation of the activity / process / service?	Group Property Team
Consultation	Who can provide valuable advice or consultation for the task?	Each relevant market Asset Investment
Inform	Who should be informed about the task progress or the decisions in the task?	General Manager – Procurement, Property and Fleet

PART B: Asset performance



Kerana bukan
untuk orang gemar
bertambah
Kecua installation
Kerana bukan
untuk orang gemar
bertambah
Kecua installation

13

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4. Asset quantities

The volume of JGN property assets is largely fixed. Table 4–1 provides an overview of property asset quantities as at the end of the most recent quarter prior to developing this version of the ACS.

For the latest information on asset quantities, refer to Non Network Property folder in ECMS.

Table 4–1: JGN Property asset quantities at 1 September 2023









Asset sub-class	Asset type	Number owned	Number leased
Office buildings	Office		1 (Nth Syd)
	Sublet office	1 (part thereof of Nth Syd)	
Depots	Operational depot	3 (Greystanes, Cardiff, OG)	7 (Dubbo, Goulburn, Young, Bathurst, Hume, Wetherill Park x2)
	Non-operational depot		
EEHA	EEHA		5 (Tugg, NRocks, Riverwood, Griffith, Mittagong)
Warehouses	Warehouse		
	Meter centre		
	Storage shed		3 (Campbelltown, Orange, Cowra)
Land	Remediated site	4 (Woll, New, Gould, Mus)	
	Land under remediation	0	
	Contaminated site	1 (Bowral)	




5. Asset performance

The purpose of this section is to provide details of the performance and integrity of JGN property assets.

Performance across the property asset class is generally good. We are currently meeting or exceeding all the property asset performance indicators as shown in Table 5–1.

Table 5–1: Performance measures of the property asset class

JGN asset objective	Property asset class objective	Measure	Target	Performance	
Meet customers service expectations	Manage property assets to support growth in the network and changes in business requirements	Maintain property portfolio to ensure it is fit-for-purpose	Annual review, with identified actions implemented within agreed timeframes	Currently performed by outsource FM provider, and by internal resources for asset management aspects	
	Manage property assets to ensure the safety of employees, contractors and the public	Demonstrated regular (monthly or as determined) asset inspection regime	100% of time	Currently performed by outsource FM provider	 New
Maintain asset safety, reliability and compliance		Asset capture data current and reportable	100% of time	In progress with independent 3 rd party	 New
		Asset lifecycle reporting produced annually (or as required)	100% of time	In progress with independent 3 rd party	 New
		Annually agreed JGN Property Strategy and Stakeholder Management in place	Agreed and actionable from Q1 / relevant year	CY2023 Year 1 of testing. CY2024 to be supported by SAMPs as an outcome	 New
		Planned preventative maintenance schedules in place to support delivery of a fully compliant property portfolio	100% of time	Currently performed by outsource FM provider	 New
		Maintain compliance with legislative/regulatory requirements	LTIFR due to asset or procedural malfunction	0 LTIFR	Current and existing measure
	Action all newly identified risks in the Omnia risk and compliance platform by end of relevant quarter	Resolution within quarter (or extended by consultation)	Current and existing measure		
Reduce opex and capital investment intensity	Reduce the cost of investing in and maintaining property assets, without compromising risk	Demonstrated alignment on capital spend forecast with stakeholder cohort on	Within 10% of budget target (+/-)	CY2023 Year 1 of testing. CY2024 to be supported by greater input from market regularly	 New

JGN asset objective	Property asset class objective	Measure	Target	Performance	
		annual capital plans, reviewed quarterly			
		Asset Maintenance Cost Variance Expected cost vs actual cost of maintenance forecast	Within 4% of annual opex budget	Current and existing measure for budget forecast. Will require specific reporting	 New
Facilitate net zero carbon emissions for JGN and our customers	Maintain the property portfolio with a view to lower the environmental impact including greenhouse gas emissions	Reduce property-specific greenhouse gas emissions (or footprint to reduce utilisation gaps) through both opex and capex initiatives	>5% reduction year on year, based on like for like comparison	CY2023 Year 1 of forecasting current and outer year opportunity brief. Success of the measure and target subject to funding constraints	 New
Increase network competitiveness to remain sustainable and viable	Foster a culture of continuous improvement within the Property Portfolio Team	Continual improvement initiatives planned and delivered	>2 continuous improvement property or FM initiatives completed per year	CY2023 has had significant focus on process and procedural continuous improvement as well as the commencement of installing a property panel for project work	 New

5.1 Continuous improvement initiatives

We monitor and will seek to evaluate the development of new standards and technologies in relation to our property assets and will leverage the benefits of these improvements where practicable and economic to do so. An important continuous improvement initiative is our process and procedure initiative, described in the following section.

5.2 Process and procedure alignment

During 2023, significant process and procedure alignment has taken place in the areas of

- Facilities Management operations – this now sees a greater alignment of process and procedure to assist in driving improved outsource provider outcomes.
- Asset management lifecycle process and procedures ranging from transaction compliance and project delivery steps. This is to enable teams and stakeholders a greater understanding of the Jemena Group inputs required into the property stream from both a DFA /decision making perspective.

The team has committed to a review of the process and procedures on a quarterly basis in Year 1.

6. Current asset condition, risks and controls

The purpose of this section of the ACS is to provide a high-level overview of asset condition, and to highlight the highest priority risks associated with each sub-class. This section is indicative only and is designed to provide an annual snapshot of the key asset condition and risk issues that need to be managed.

The condition and risks associated with our property over the medium-to-long term can have a direct impact on the quality of services we provide to customers. For example, we ensure we have a number of strategically located depots and EEHAs to allow our operational staff to conduct maintenance in an expeditious and efficient manner.

6.1 Condition assessment

The current overall condition of the property asset class is good to excellent, but varies by asset and can fluctuate over time. We aim to manage our property assets in line with our target risk ratings.

The Property team manages property condition in the following manner;

- Through ad-hoc requests for maintenance which may require an inspection to determine the nature and extent to the damage or fault.
- Planned preventative maintenance as an annual plan to protect and preserve the asset ensuring compliance and mitigation of risk.
- Monthly (or as determined) property inspections on each freehold and leasehold property within the JGN portfolio.
- End of lease inspections which upon vacating, may be determined that repairs or makegood is to be undertaken to ensure the property is habitable and safe to be returned to the landlord.
- During tenure, planning of capital works to ensure the property remains fit for purpose. This may mean the property may be upgraded, redeveloped, or divested.

6.2 Risks and controls

The primary types of risk that impact property are:

- exposure to any hazardous material including ground contamination;
- any incident caused by inadequate traffic management;
- injury to employees or member of the public caused by property malfunction or procedural lapse;
- loss of a critical site leading to operational impacts; and
- poorly executed lease arrangements and extended capital investment prior to 2020.

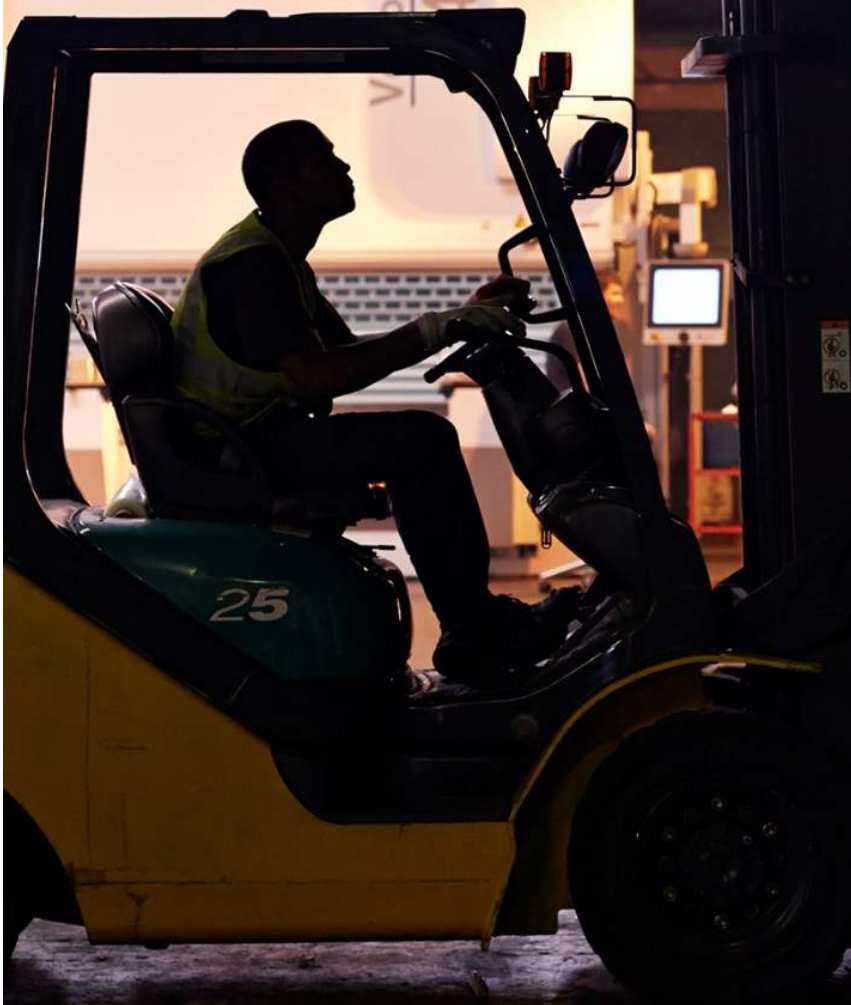
Risks related to property assets are captured in the risk register in the Enterprise Content Management System (ECMS). Current risks and controls that were identified as not at target levels in the most recent formal safety assessment are presented in Table 6–1 on the following page.

Annually the property team reviews the [asset risk register](#) and ensure risks are being acted upon or capturing any new risks.

Table 6–1: Current property risks and controls identified as not meeting targeted levels (Extract from risk register)

Type of Risk	Description of Specific Asset Sub-Class Risk	Likelihood	Consequence	Target Risk Rating	Current Risk Rating	Control
Financial/reputational	Inaccurate lease tenure and capital records	Possible	Moderate	Moderate	Moderate	Audit of data complete for JGN Trunk. Ongoing for JGN secondary
Reputational	Expired leases/licences on non-network sites	Likely	Minor	Moderate	Moderate	Lease / licence register, regular review
Financial	Unable to negotiate on current terms (better than commercial rates)	Possible	Minor	Moderate	Moderate	Skilled employees, early engagement by the business

Part C: Emerging issues and priorities



7. Emerging risks and priorities

This section highlights the key emerging and priorities for the property asset class. This is not an exhaustive list, and any new risks or priorities that emerge during the year should be captured in the asset class risk register, and then documented in the following year's ACS and captured in the ECMS.

The ACS contemplates risk over a 20-year horizon, with all current and emerging risks captured in the Omnia risk and compliance platform. The following potential risks and priorities relating to non-network property have been identified:

- Scalability
- Annual property plans

These are discussed in the following sections.

7.1 Scalability

A significant risk associated with our property asset class is being able to manage our assets in a more flexible way. Property assets have typically been long-term assets. Ownership of our critical sites is preferred, however this does not provide much flexibility within our portfolio.

The recent rapidly changing environment, including changes in the way we work through the COVID-19 pandemic has meant we need to understand the ways we use our property assets, and potentially change the way we purchase, divest and maintain them accordingly.

As we have started to understand these new ways of working, we have formed a view that scalability is a key consideration of how we invest in, and divest our assets. Potential controls for this emerging risk include flexibility in leases, expansion and contraction clauses, and establish Property Portfolio Team resources across states.

This risk will be investigated further and mitigation strategies developed pending our increasing understanding of the likelihood and potential impact across the business.

7.2 Annual property plans

Monthly inspections of buildings and properties are currently conducted at all non-network sites.

These are visual and virtual inspections, which assess the physical condition of the building and its components and identifies any maintenance requirements. The maintenance identified may be added to the Preventive Maintenance Schedule, conducted as reactive maintenance if it cannot be scheduled, or planned as part of our capex program, either ad-hoc or scheduled lifecycle. The type of maintenance or replacement required will determine if the cost is opex or capex in nature.

Lifecycle management plans for all major sites have been established and these are used to plan replacement capex items.

Annual plans are being established for other minor sites as part of our continual improvement approach.

8. Projects and asset management initiatives

8.1 Ongoing projects and initiatives

This section provides a high-level overview of the key asset management and initiatives underway. The full list of projects can be found in the Asset Investment Plan (**AIP**) and the Capital and Operating Work Plan (**COWP**).

Table 8–1 presents a summary of the predominant types of projects that are being undertaken by JGN networks to meet the requirements of the Property ACS.

Table 8–1: Summary of ongoing property asset class key projects and initiatives

Sub Category	Project	Description
Asset Management	Divestment and Rationalisation of Property Footprint	Where property is excess to, and no longer as a use case within JGN eg Newcastle, Wollongong, or where locations of high value leases require an earlier exit strategy eg Nth Sydney
Asset Management	Preservation of property	Where the property is within the JGN portfolio and for the purposes of not over capitalising based on market value, lease tenure and business strategy is retained with only minimal refurbishment forecasted to be undertaken in the next access agreement eg Old Guildford meter centre
Asset Management	Refurbishment of property	Where the property is within the JGN portfolio and represents clear value to retain and refurbish to ensure fit for purpose based on market value eg Greystanes, Cardiff, Dubbo
Facilities Management	Asset specific preservation	Where specific asset components are required to be upgraded through natural end of life, or unforeseen breakdown.

8.2 New projects and initiatives

This section provides a high-level overview of new initiatives designed to help address emerging risks and meet our asset objectives. Projects/initiatives in this section will commence within the next two years.

Further information on these new/proposed initiatives is available in the COWP and in the individual businesses cases.

Table 8–2: Summary of new property asset class key projects and initiatives

New project / initiative	Description (what and why)
Sustainability	Property Portfolio Sustainability Plan
Climate risk	Climate Property Risk Assessment Tool

Appendix A

Regulatory and legislative environment

Table B1–1 summarises the key legislative requirements and technical standards relating to property assets. These requirements are factored into our asset management strategies and help inform the investments and operating activities we undertake.

Table B1–1: Summary of Key Legislative Requirements and Technical Standards Relating to the Property Asset Class

Legislative Requirement / Technical Standard	Summary of Requirements
National Construction code and various Australian Standards (AS) and Codes	Provides the minimum necessary requirements for safety, health, amenity and sustainability in the design and construction of new buildings (and new building work in existing buildings) throughout Australia.
Disability and Discrimination Act 1992 (Cth)	Informs requirements for property and building accessibility and facilities.
Several state-based Residential Tenancy Acts	Set out tenant and landlord obligations when leasing property in each state.
Several state based Conveyancing, Sale of Land Acts etc	Set out requirements for acquisition and transfer of land and property in each state.
Several state based gas and electricity supply related Acts	Set out the overarching objectives governing the safe supply of gas and electricity and establish obligation for network operations to lodge implement and review safety and operating plans.
State based environmental protection Acts	Set out requirements for minimising impact of electricity and gas operations on the environment. This includes requirements relating to land access and conserving Australian's biodiversity.
Contaminated Land Management Act 1997	Sets out requirements for ongoing maintenance and/or remediation of contaminated land
Jemena Network Operator Rules	These rules are issues by Jemena and form part of Jemena's Safety and Operating Plan (SAOP) for its networks.
Gas Safety Case	Describes the requirements for operating electricity and gas assets in a safe manner.
National Gas Rules	National Gas Rules governs access to natural gas pipeline services and elements of broader natural gas markets. It includes economic value tests that set requirements for efficient capital and operating expenditure.

Appendix B Asset overview

B1. Introduction

Non-network property includes properties held for the purposes of storing equipment and accommodating employees and contractors to operate the Jemena business. Non network properties includes corporate offices, depots, and EEHAs. Jemena acquires and maintains these properties as required by the business.

The different types of property tenure rights utilised for non-network properties are leased or freehold. The acquisition strategy for non-network property tenure is to own critical sites, where financially sustainable to do so.

The Group Property Team is responsible for maintenance of non-network assets. The maintenance strategy for non-network property depends of the tenure type.

Where properties are owned, the Group Property Team's responsibility for the site extends to:

- the exterior and interior fit out of the building in its entirety; and
- the land on title surrounding the building.

Where properties are leased, the Group Property Team's responsibility is:

- selection and shortlisting of the leased property with the business stakeholders;
- negotiation of the lease on behalf of the business;
- management of the right to occupy (licence, heads of agreement and agreement for lease);
- making the recommendation to lease a property and obtaining business approvals to proceed with the licence or lease agreement;
- management of preventative and regular maintenance items in accordance with the terms of the lease and direct communication; and
- management of the fit out in accordance with the terms of the lease.
- any communication with the landlord and legal notification required on a lease – for example, renewal, extension or surrender.

B2. Risk

The primary types of risk that impact property are:

- poorly executed lease arrangements and extended capital investment prior to 2020
- exposure to asbestos;
- accident caused by poor traffic management;
- injury to employees or member of the public caused by property malfunction;
- inability to negotiate suitable property tenure; and
- loss of a critical site leading to operational impacts.

B3. Criticality

The criticality of non-network property has been assessed using the Asset Criticality Assessment Procedure (JEM AM PR 0016) and the Corporate Risk Matrix as follows. The results are summarised in the table below.

Table B3–1: Non-network asset criticality

Rating	Rating description	Property implications	Sites/Key Assets
AC1 (Low)	Negligible impact on Jemena. Issues are routinely dealt with by operational areas	Applies to an asset that offers absolutely no return to the basic core business requirements. Could include sites which we lease to others. These sites are earmarked for potential disposal.	Muswellbrook, Bathurst Gasworks, Bowral, Wollongong, Goulburn, Hamilton Nth
AC2 (Moderate)	No material impact on Jemena, issues are dealt with internally	Whilst the site is required to meet the basic needs of the business, if the site was lost we could easily replace or make other arrangements in the short term.	Campbelltown, Cowra and Orange Storage sheds
AC3 (Significant)	Moderate impact on Jemena strategies or operational activities. Significant stakeholder concern/interest	Applies to assets which are required to meet the basic needs of the business. Assets which are very important to Jemena including large depots servicing our networks. Could include access to vehicles and/or stock supplies. Could also include strategically placed facility where no other options in proximity to asset.	Greystanes, Cardiff, Dubbo, Griffith, Old Guildford, Young Depots for example along with North Rocks, Riverwood, Tuggerah, and Unanderra EEHA's
AC4 (High)	Significant impact on Jemena strategies or operational activities. Significant stakeholder concern/interest	Allows for a high level of criticality to core business requirements without being rated extreme. High profile sites with critical components including control rooms, large number of employees. Loss of site would incur large impacts which could be HSE, operational reputational, financial, regulatory or compliance related.	567 Collins St Melbourne, 99 Walker St North Sydney, UPS, Generators, CRAC Units, or any site that sits within the fibre ring or acts as a disaster recovery location (eg, Alexandria)
AC5 (Extreme)	N/A	N/A	N/A

Property assets have been assessed in terms of the property as a whole, rather than the individual components of each property. As our AMS matures, consideration will be given to the benefits of assessing criticality of individual property components.

B4. Failure modes

The following table outlines the typical failure modes for property assets, and the controls in place to help prevent failure.

Table B4–1: Failure Mode Assessment

Asset	Failure Type	Failure Mode	Controls
Property	Safety, financial, reputational	Exposure to asbestos or other hazardous materials	<ul style="list-style-type: none"> Asbestos audits on all non-network sites or remediation of the property by Major Projects New audit every five years Asbestos Register
	Safety, reputational	Accident caused by poor traffic management	<ul style="list-style-type: none"> Traffic management safety training

Asset	Failure Type	Failure Mode	Controls
			<ul style="list-style-type: none"> • Use of accredited traffic management contractors • Design, review of incidents
	Safety, reputational	Injury to employees or member of the public caused by property malfunction	<ul style="list-style-type: none"> • Regular building inspections • Aspire incident reporting • Annual test and tag
	Financial	Unable to negotiate suitable property tenure	<ul style="list-style-type: none"> • Early engagement of Group Property Team to determine business requirements • Regular reviews and flexibility in lease agreements • Purchase of critical sites, where possible and within FIRB guidelines
	Financial, reputational, operational (supply)	Loss of a critical site leading to operational impacts	<ul style="list-style-type: none"> • Regular reviews of lease expiries with the business • Regular building inspections • Fire safety audits • Business Continuity Planning



Appendix C
Lifecycle management



C1. Property

JGN manages the life cycle integrity of its assets as outlined in section 7 of the AMS Manual. The options available for asset lifecycle management reflect a trade-off between capital and operating expenditure. The preferred asset lifecycle management option for the non-network property asset class involves reducing risk and maintenance costs through proactive lifecycle management of non-network properties.

Lifecycle management plans are in place for all major sites. There are also strategies in place to address preventative maintenance, energy efficiency and efficient space utilisation for major sites.

Jemena's preferred lifecycle strategy is to undertake proactive management. This involves properly maintaining buildings and fit outs to ensure the working environment for Jemena employees is structurally safe and operationally efficient. A Proactive maintenance approach includes preventative maintenance and a fix on fail approach. This approach is taken for all occupied Jemena non-network sites.

A distinction should be made between freehold and leased sites. While Jemena holds the overall responsibility for the lifecycle management plan and all maintenance for freehold sites, at leasehold sites Jemena's responsibility for maintenance is dictated by the terms of the lease.

C1.1 Acquire assets

Non-network property assets are created following the identification of a business requirement for property. The property portfolio transactions procedure <http://ecms/otcs/cs.exe/app/nodes/311548537> details the steps taken to acquire a property.

A business requirement for property may be due to:

- acquisition or creation of a new network/pipeline asset;
- expiry of an existing lease;
- identification of poor condition, functionality or utilisation of a current property; or
- a change in business strategy or direction.

The acquisition strategy for non-network property tenure is to own critical sites where possible. Critical sites are those sites which are categorised as Criticality levels AC5 - AC 3. This strategy aims to ensure we have control over these key properties in the long term.

While this represents the ideal property tenure, this is not always possible. Jemena has a series of property principles (see section **Error! Reference source not found.**), which are used in considering all property acquisitions after considering these principles, ownership may not be the most prudent or efficient option, in which case a leasing arrangement will be pursued.

Non-critical sites are usually leased for a period of not less than three years, but this may be dictated by the business requirements.

Jemena procurement and DFA policies must be followed in the acquisition of non-network property.

C1.2 Asset operation and maintenance

Jemena's maintenance program is based on a proactive maintenance approach, which conforms to Australian Standards, legislation and manufacturers warranties. The program for each site may vary slightly, depending on the size, location, criticality and utility of the property

There are three major components of our proactive management approach:

- site inspections;

- reactive and corrective maintenance; and
- planned and preventative maintenance.

The Group Property Team is currently undertaking an initiative to consolidate monitoring and management of these activities through its outsource facilities management provider. This will enable consistent reporting and improved data to help identify any non-conformances and drive continual improvement.

C1.2.1 Site inspections

While all major sites are informally inspected daily, a formal condition assessment is conducted against a structured criteria checklist at regular intervals as follows:

- major sites – monthly
- other buildings – semi annual
- small remote sites - annually

Condition assessments are conducted by way of a detailed walkthrough assessing all items throughout the building from air-conditioning units to paintwork and carpet tiles. All items on the checklist are inspected and recorded.

In addition to these condition assessments, a fortnightly walkthrough of all major sites is undertaken with our cleaning contractor for the purposes of checking their work and obtaining a view on the ongoing cleanliness of each site. Any identified issues are also raised, recorded and reviewed at this meeting.

Mechanical and other technical inspections where applicable, are conducted by suitably qualified and licenced contractors. All contractors, whether conducting inspections or maintenance and repairs, are monitored and controlled using our contractor management system.

All contractors on site are required to have recorded their licence details, insurance details and Safe Work Method Statements into the contractor management system before entering our sites. An alert is sent to our facilities team when a noncompliance occurs.

The results of these inspections identify maintenance requirements, which are then scheduled on the reactive or planned and preventative maintenance schedule. Where possible, low priority maintenance requirements are grouped together to gain better value for money from trade contractors undertaking the works. It can also be of value to undertake these repair works during a 'window of opportunity' when contractors are attending for other preventative maintenance items.

On an annual basis the results of these inspections are used to inform lifecycle management plans, which in turn drives budget requirements.

C1.2.2 Reactive and corrective maintenance

Reactive and corrective maintenance is identified through inspections and also by employees in the buildings. The online Property logging system, is accessible through the Jemena Intranet, for all sites. This system allows maintenance issues to be logged and prioritised for completion.

Issues are prioritised according to criticality of asset, criticality of plant and equipment item, and other critical event criteria which has been predetermined and loaded into the software.

Reactive and corrective maintenance prioritisation categories are:

- Urgent – to commence within 1 hour of notification and be completed within 12 hours;
- Corrective – work to commence within 4 hours of notification and be completed within 2 working days;

- Routine – to commence within 2 days of notification and be completed within 10 working days, and
- Scheduled – in accordance with manufacturer's specification, maintenance program or as required.

C1.2.3 Planned and preventative maintenance

Preventative maintenance schedules are in place for all non-network sites. Schedules consider statutory maintenance, lifecycle efficiency maintenance and maintenance required under manufacturers warranties.

Maintenance is scheduled according to manufacturer's warranties on equipment, statutory requirements and other maintenance required for the support of the operational needs of the organisation. The planned and preventative maintenance program for each site may be slightly different depending on the size, location, criticality, type of facility and the individual fit out, plant and equipment located at the property.

Detailed planned and preventative maintenance schedules are stored and managed in ECMS using excel spreadsheets, but are currently being migrated to the Facilities Logging System.

C1.3 Asset replacement / disposal

Disposal of non-network property assets held by freehold or leasehold is recommended by the Property Portfolio Team in consultation with the business and based around business requirements.

Where non-network properties are considered to be surplus to requirements, following confirmation from the business, a detailed business case is constructed and the appropriate approvals are pursued in accordance with the Jemena DFA.



Appendix D

Information requirements



D1. Property information requirements

Jemena's Asset Management System (**AMS**) provides a hierarchical approach to understanding the information requirement to achieve our business objectives at the asset class. In summary, the combination of Jemena's Business Plan, the JGN ABS and this ACS all provide the context for and determine the information required to deliver the JGN property asset class objectives.

From our asset class objectives it is possible to identify at a high level, the business information systems content required to support these objectives (see Table D1–1).

Table D1–2 identifies the current and future information requirements to support the asset class's critical decisions and their value to the asset class.

All of the information required by the property asset class is available within Jemena's current business systems.

Table D1–1: Property Asset Class Objectives and Information Requirements

Asset Class Objective	Jemena Information Sources	External Information Sources
Manage property assets to support growth in the network and changes in business requirements	<ul style="list-style-type: none"> ECMS – property and transaction procedures, strategies and plans, business case workflows http://ecms/otcs/cs.exe/app/nodes/302084281 Property share drive - draft documentation, negotiations, requirements and correspondence 	<ul style="list-style-type: none"> Contractual documentation Market property data and reports
Manage property assets to ensure the safety of employees, contractors and the public	<ul style="list-style-type: none"> ECMS – Property Lifecycle management plans, property ACS, AMS, property plans, policies and procedures http://ecms/otcs/cs.exe/app/nodes/302084281 Omnia risk and compliance platform Share Drive - Asset performance metrics and reports Hazard and Aspire incident reporting 	<ul style="list-style-type: none"> Legal and compliance documentation
Maintain compliance with legislative/regulatory requirements	<ul style="list-style-type: none"> ECMS – property and transaction procedures, strategies and plans, business case workflows or via ARIS directly http://ecms/otcs/cs.exe/app/nodes/302084281 Property Teams locations (Various) - draft documentation, negotiations, requirements and correspondence 	<ul style="list-style-type: none"> AER benchmarking Published audit reports / regulatory reviews Legal and compliance documentation Land title information FIRB legislation
Reduce the cost of investing in and maintaining property assets, without compromising risk	<p>Facilities Logging System –</p> <ul style="list-style-type: none"> Facility logging system and reactive maintenance <p>ECMS –</p> <ul style="list-style-type: none"> Preventative maintenance plans, property audits and checklists, lifecycle management plans, property policies, procedures and work instructions http://ecms/otcs/cs.exe/app/nodes/302084281 <p>SAP –</p>	<ul style="list-style-type: none"> O&M Manuals Supplier warranties Contractor/Supplier recommendations BCA Legislative requirements

	<ul style="list-style-type: none"> OPEX and CAPEX budget allocation and availability Property performance metrics <p>Excel spreadsheets, ad hoc reporting Serraview reports (Space utilisation) Condeco reports (meeting room utilisation) Excel spreadsheets, ad hoc reporting</p>	
Maintain the property portfolio with a view to lower the environmental impact including greenhouse gas emissions	<ul style="list-style-type: none"> Property Sustainability Plan 	<ul style="list-style-type: none"> External property reports (eg PCA)
Foster a culture of continuous improvement within the Property Portfolio Team	<ul style="list-style-type: none"> Property LT and Team meeting minutes Property Portfolio Team all -ins agenda's and minutes 	<ul style="list-style-type: none"> Industry/peer analysis AER benchmarking AER regulatory determinations

Table D1–2: Property Assets Critical Decisions Business Information Requirements

Critical business decision	Current information usage	Future information requirement	Value to asset class (High, Medium, Low with justification)
How we secure and protect appropriate property land tenure (Acquiring the preferred/actual land tenure for Jemena's non-network assets)	<p>Relevant legislative rights and requirements</p> <p>Market data: external source</p> <p>Valuations: external source</p> <p>SAP – property screens</p> <p>Property Service Centre</p> <p>- Lease critical date reports for non-network property</p>	Dedicated leasing system that integrates with SAP	Medium to manage financial due diligence of transactions
How we acquire and divest property	<p>ECMS</p> <p>- Land tenure information</p> <p>- Property and transaction procedures, strategies and plans</p> <p>-Business Case workflows</p> <p>SAP</p> <p>- Business requirements, asset type – network properties</p> <p>- Budget allocations</p> <p>SAP</p> <p>- Lease documentation for non-network properties</p>	Dedicated leasing system that integrates with SAP	Medium to manage financial due diligence of transactions
How we maintain Non-Network Property sites	<p>Facilities Logging System</p> <p>- reactive maintenance</p>	Upload preventative maintenance schedules and	Medium- Financial, reputational, safety and

Critical business decision	Current information usage	Future information requirement	Value to asset class (High, Medium, Low with justification)
	<ul style="list-style-type: none"> - facility logging ECMS <ul style="list-style-type: none"> - preventative maintenance schedules - lifecycle management plans - specifications, warranties etc - property audits and checklists SAP <ul style="list-style-type: none"> - Budget allocation and availability 	lifecycle management plans to Facilities Logging System Creates consistency and efficiencies in delivery of building maintenance. Single source of truth	potential network supply impacts
How we use our buildings E.g. changes to fit out, seating arrangements, space utilisation	ECMS <ul style="list-style-type: none"> - Site plans, Serraview - Jemena and property policies and procedures SERRAVIEW (workspace utilisation) <ul style="list-style-type: none"> - Utilisation reporting – workstations at major sites SAP <ul style="list-style-type: none"> - Budget allocation and availability HR systems <ul style="list-style-type: none"> - Headcount and forecast headcount 	Upgrade of reporting capability for building/space utilisation More accuracy, more efficient, less labour intensive Headcount and forecast headcount to include employees and contractors by site More timely planning	Medium -Financial, safety and employee engagement impacts
How we deliver projects	Property Share drive <ul style="list-style-type: none"> - Architectural plans, consultant reports, costings SAP <ul style="list-style-type: none"> - Budget allocation and availability ECMS <ul style="list-style-type: none"> - Business Case workflow Serraview <ul style="list-style-type: none"> -occupancy and utilisation planning 		Medium- Financial, safety and reputational impacts
How we measure the performance of our property assets	Stored in and collated from disparate systems Spreadsheets, share drive, ECMS, Serraview, Property Service Centre, SAP	Merge into single system for analysis and reporting Creates efficiencies, less labour intensive	Medium- Financial, Safety impacts



Appendix E
Continuous improvement initiatives



E1. 2024 continuous improvement initiatives

The following key initiatives have been identified for 2024 to help increase collaboration, and functionality of workspaces:

- Implement agreed furniture and fit out standards objective to AFARDI rating (all sites) with support of HSE
- Implement workplace environment change request forms to engage local teams to contribute to sustainability suggestions
- Release design standards for all new, and existing fit outs with cost projections to better inform the business