

Corporate Personas

identity management and governance

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Website 1

IAG believes that human induced climate change is a reality and have advocated for some time that early action is required to address the likely impacts. Although the implementation of global mitigation strategies could reduce the amount of global warming that will occur in the future, the momentum in the climate system caused by past and present behaviour dictates ongoing changes in our future climate are inevitable. Increases in the frequency and severity of weather related events are predicted for some key regions in Australia and globally.

For example, a weather pattern that is currently being observed across Australia is a warming trend, which is predicted to increase in the coming decades and therefore is likely to increase the bush fire danger. Climate change induced alterations to the temperature, humidity and wind climates across Australia, coupled with changes to the weather patterns influencing the region, are likely to lead to shifts in the regions affected by a variety of severe weather phenomena and the severity of these impacts.

Website 2

Greenhouse gas pollution is one of the most important issues facing the world today. AGL recognises that deteriorating air quality and climate change are critical issues facing the global community and accepts the scientific consensus that greenhouse gases in our atmosphere need to be stabilised so as to avoid adverse health impacts and assist in reducing dangerous climate change.

AGL supports the leadership position adopted by the Commonwealth Government in committing to support a global agreement to stabilise levels of greenhouse gases in the atmosphere at 450 parts per million CO₂ or lower by mid century. AGL notes that this translates into an emission reduction target of up to 25% below 2000 levels by 2020.

Corporate personas: a 'stakeholder' approach

"During negotiation of stakes, parties enact specific orientations and personae... Individuals not only present a **persona** but they also try to get the person they negotiate with to enact a particular persona - which is called '**second persona**' - during the communication episode and vis-à-vis the relationship..."

(Heath 1994: 162)



Corporate personas: a 'stakeholder' approach

"Each company asserts a persona to which external publics react positively, negatively or indifferently. That reaction can manifest itself in two kinds of identification. One is through symbols that bond company and individual, whether positively or negatively, and which may result from or lead to product or service preferences. Another depends on action such as membership (e.g. seeking employment) or financial support, such as buying behavior." (Heath 1994: 235)

"Companies become more successful when they adapt their enactment to that of their publics...to achieve a joint enactment, one that is based on a shared principle satisfying to both parties."

Corporate personas: a 'stakeholder' approach

"On the one hand, companies depend on a supply of resources from various stakeholders, so that management is challenged to **secure social acceptance** by communicating the benefits that the company creates for society and the sustainability effects of its activities.

On the other hand, the vision of sustainable development requires **participation**, which in turn requires the **reporting** and **communication** of sustainability-relevant issues and activities. No participation is possible without communication."

(Herzig and Schaltegger 2006: 301)

Review:

Identities and personas...

Persona (e.g. Martin & White 2005)

- tenor (patterning)
- enactment
- performance

Identity discourse (e.g. Tann 2010)

- field (reflexive)
- representation
- power / normative
- triple articulation
- orchestration

Affiliation (e.g. Knight 2010)

- mode (interaction)
- solidarity / bonding

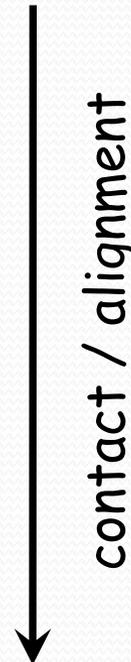
Overview: fields of corporate persona construction

- Self definition
- Role allocation
- Issue orientation
- Social accountability



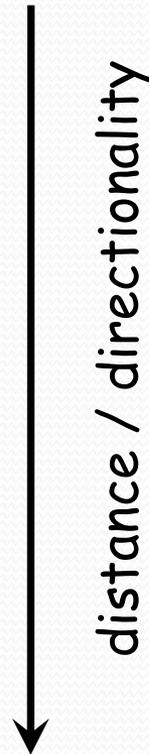
Overview: tenors of corporate persona construction

- Employees
- Customers
- Shareholders / investors
- Community
- Government agencies
- Competitors



Overview: modes of corporate persona construction

- Phone reception
- Presentations
- Webpages
- TV commercials
- Press releases
- Newsletters
- Published reports



Overview: genres of corporate persona construction

Phone reception

Presentations

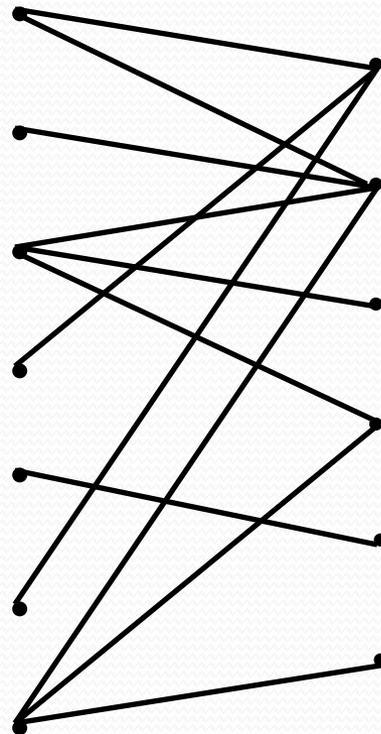
Webpages

TV commercials

Press releases

Newsletters

Published reports



Customers

Shareholders / investors

Employees

Community

Competitors

Government agencies

What's at stake?

Rise of the Corporation

"Since the 1970s, deregulation and privatization have replaced state intervention as the political imperatives of global politics... We have reached a situation whereby the complex and global operations of financial markets and major corporations go beyond the power of national governments."

(Dunphy, Griffiths & Benn 2003: 32)

What's at stake?

Rise of the Corporation

"Most recently a critical issue in the debate has been the relative virtues of the prevailing neoliberal economics (economic rationalism) versus 'stakeholder capitalism'.

Neoliberal economics... argues that the role of the corporation is simply to maximize short-term returns to shareholders...

Critics of this viewpoint argue that these changes have had destructive consequences for other important stakeholders - employees, customers, suppliers, governments, local communities, future generations, other species of planetary life, and the environment." (Dunphy, Griffiths & Benn 2003: 8-9)

What's at stake?

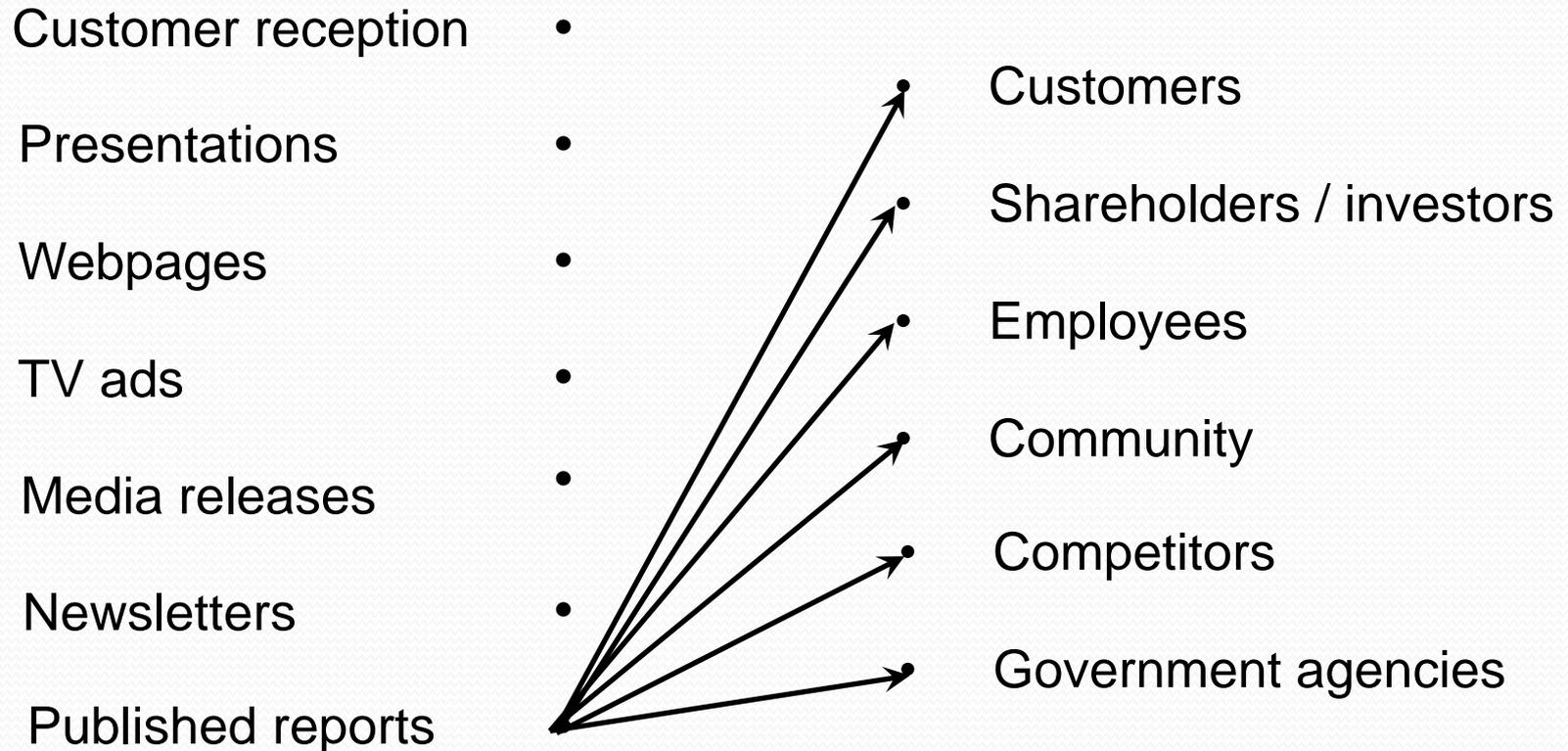
Stakeholder theory (e.g. Freeman 1984; Mitchell et al.1997; Clarkson 1994; Trevino & Weaver 1999)

"Primary stakeholders are those engaged in some transactions with the firm and without whom the firm would cease to exist. Secondary stakeholders are those who are not essential for the firm's survival but who can influence the firm or who are influenced by the firm (or both)..."

The **social contract** that emerges out of a company's interaction with its stakeholders has its visible form in clear, written policies and principles that relate them to human resource development, community relations and the ecological environment."

(Dunphy, Griffiths & Benn 2003: 68-9)

The Sustainability Report



The Sustainability Report

Who reads them?

Ebinger *et. al.* (2006)

“...the large majority of the stakeholders saw themselves as addressees of the reports and emphasised their importance.”

Employees
Financial service providers
Customers
Suppliers

Authority
Advisory Board
Industrial consultant

NGO-Customer protection
NGO-Union
NGO-Environmental group
NGO-Politics/Agenda 21

Press agency
University/Research institute
Rating agency

The Sustainability Report

Social purpose

Herzig & Schaltegger (2006)

- **Legitimation** of corporate activities
- Increase corporate **reputation**
- Gaining a competitive advantage
- Signaling superior competitiveness
- Benchmarking against competitors
- Increasing transparency and **accountability**
- Establishing employee motivation
- Internal information and control processes



staying...



The Australian Gas Light Company
Sustainability Report 2004

10004_12004_fm



...power

In a world of change, AGL has remained constant in its focus to go the distance. As the times have changed, we have too. We look forward to the challenges before us as we strive for continuous improvement.

This, our first Sustainability Report, establishes a framework for ongoing public reporting about the sustainability of our social, environmental and economic activities, and their impacts.

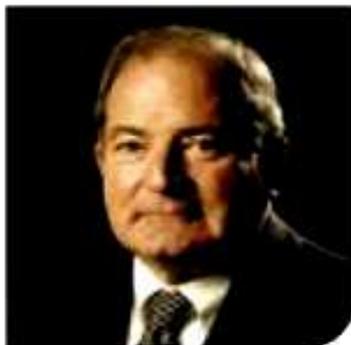
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Print name: The Corporation of AGL Ltd, Australia, 10/1/2004

The Australian Gas Light Company AGL 2004 10/1/2004

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Chairman's letter

We believe a sustainable business is one that adds measurable value by its financial success and its positive contribution to society as a good corporate citizen.

Last year at the Annual General Meeting, the Company made a commitment to report to stakeholders on progress in becoming a more sustainable business. This Sustainability Report fulfils that commitment. In doing so, we acknowledge that work still needs to be done if we are to report on our actions and goals as effectively as we would wish.

Our approach to sustainability must be lived by every member of the AGL community and must consider the views of our most important stakeholders. Our actions must go further than mere words, and must reach well into the future.

I commend this initial Sustainability Report to all of our Company's stakeholders.

A handwritten signature in cursive script that reads "Mark Johnson".

Mark Johnson
Chairman
19 October 2004

Corporate Citizenship?

“can be said to highlight the fact that the corporation sees - or recaptures - its **rightful place in society**, next to other ‘citizens’, with whom the corporation forms a community.

Citizenship then focuses on **rights** and **responsibilities** of all members of the community, which are mutually interlinked and dependant on each other.” (Matten, Crane and Chapple 2003: 111)

- 1) “a good corporate citizen” = philanthropic activities
- 2) “economic, legal, ethical, philanthropic responsibilities” (e.g. Carroll 1998)
- 3) “legal rights and duties”

The Corporate Story

"A corporate story is a dynamic entity, developed and redeveloped by the permanent, ongoing interaction between internal and external stakeholders. A continuous dialogue in the testing of the relevance and the reality of the Sustainable Corporate Story, and readiness to apply changes resulting from the dialogue, will have a positive effect on the attractiveness of the story." (van Riel 1995: 168)

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Mark Johnson
Chairman
19 October 2004

INTRODUCTION



Staying true

to who we are and what we stand for at AGL.

2

SOCIAL



Staying involved

in the wellbeing of our customers, our people and the communities in which we operate.

10

ENVIRONMENTAL



Staying attuned

to the impact we have on the environment.

20

ECONOMIC



Staying accountable

to our shareholders, our people and business partners.

34

Overview: fields of corporate persona construction

- Self definition
- Role allocation
- Issue orientation
- Social accountability

has been used in the construction of this Report.

About us

AGL has been a major participant in the Australian energy industry since 1837. We began as a privately-owned gas utility in New South Wales and since then have built an extensive energy business across Australia. Today we are a major retailer of gas and electricity to about three million customers. We have an extensive portfolio of wholly and partly-owned investments in energy infrastructure, infrastructure management and other energy companies.

Our business involves:

- buying and selling gas and electricity from gas producers and electricity generators;
- transporting gas and electricity to customers via gas pipelines and power lines;
- owning and investing in power generation plants, electricity and natural gas distribution networks;
- providing customers with a wide range of energy products and services; and
- designing, constructing, operating, maintaining and managing energy infrastructure through Agility, our wholly-owned business.

How we do it

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Our values

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Our stakehold

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Overview: fields of corporate persona construction

- Self definition
- **Role allocation**
- Issue orientation
- Social accountability

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- achievement means working towards desired outcomes, reaching goals, making the right things happen and celebrating successes;
- credibility means being honest, acting with integrity and being good at what we do; and
- teamwork means working well together for a common purpose.

We want to continue to be known as the leading Australian energy company, whose expertise can be depended upon.

Our stakeholders

AGL's continuing ambition is for our stakeholders to be our advocates. We see this as a barometer of our success. For each of our key stakeholder groups we have specific ambitions, linked to this philosophy.

These are to:

- delight our customers so they choose us first;
- reward our shareholders so they feel good about their investment;
- motivate our people so they want to achieve; and
- give back to the community.

All Governments in Australia provide direct and indirect support for low income households in the form of social payments and subsidies. This support includes concession cards for the elderly and disadvantaged groups which can be used in a variety of circumstances such as bus trips, lower telephone calls and even discount picture theatre tickets.

Federal Government

The Australian income support system, administered by the Australian Government provides financial assistance to more than four million, or one in five, individuals.

In another form of support, the Commonwealth Financial Counselling Program provides access to quality financial counselling services, free of charge, to people in low-income groups experiencing financial crisis due to circumstances such as unemployment, sickness, credit over-commitment and family breakdown.

The Federal Government also provides funding for a utilities allowance:

- For 2.2 million aged or veterans pensioners – \$100 a year for singles and \$50 for each member of a couple; and
- A \$200 seniors concession allowance for 280,000 self-funded retirees who hold a Commonwealth Seniors Health Card.

State governments

Support from the state governments include:

- South Australia – Energy Concessions, Emergency Energy Payment Scheme;
- NSW – EAPA Vouchers, Life Support Rebate, Energy Concessions; and
- Victoria – Utility Relief Grant, Capital Grant Scheme, Life Support Concession, Winter Energy Concessions, Off-peak Concession, Service to Property Charge Concession.

AGL supports customers in hardship with programs that extend beyond our regulatory obligations. Our regulations require that we offer payment arrangements and referral services to support agencies. In 2004/2005 485,500 customers received payment assistance from AGL.

In addition to meeting our regulatory obligations, we:

- Have a hardship program called *Staying Connected*;
- Offer the *Alternative Contact Service*, interpreting services and services for hearing impaired;
- Provide energy advice to help people manage their bills; and
- Invest more broadly in the community through our community investment program, *Energy for Life*, to give back and also to learn more about the communities in which we operate.

Since its inception in 2002, *Staying Connected* has assisted more than 24,000 people. As at 30 June 2005 \$6.8 million in funds were being managed through *Staying Connected*.

Staying Connected program participants at 30 June 2005



We have found that the majority of those people who successfully complete the program continue to effectively manage their future bills. There were 2,575 customers in 2004/2005 who successfully completed their *Staying Connected* plan. The current average number of successfully completed plans per month is 215. However, we have found that about 50% of customers in *Staying Connected* will not cover their ongoing consumption and clear arrears within 12 months. During the past year 4,876 customers did not successfully stay on the program.

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Strategy: Work with Loy Yang Power to improve its greenhouse gas emission performance

AGL has a 32.5% investment in Loy Yang Power that comprises the Loy Yang A power station and adjacent coal mine. The Loy Yang A power station is the largest base load electricity generator in Victoria, with installed capacity of 2,200 MW. Due to its fuel source and size it is a significant emitter of greenhouse gases accounting for about 7% of national stationary energy sector emissions. It supplies approximately one third of Victoria's power requirements.

As chair of the environmental sub-committee of the GEAC Board, AGL works closely with the consortium partners and management to ensure that Loy Yang Power's environmental performance is consistent with AGL standards. Loy Yang Power is the most efficient brown coal generator in Australia, with the lowest greenhouse gas emission per megawatt hour of electricity produced. Loy Yang Power's carbon intensity is lower than expected by the Australian Greenhouse Office for plant of its age and design. Since becoming a member of the Greenhouse Challenge Program in 1997, Loy Yang Power has completed a range of efficiency improvement projects resulting in reduced greenhouse gas emissions of more than one million tonnes per annum.

Loy Yang Power is working with the Cooperative Research Centre for Clean Power from Lignite and other industry participants to establish a pilot coal dewatering plant at Loy Yang. The technology has the potential to reduce the level of greenhouse emissions from the combustion of brown coal and is being supported by the Victorian and Federal Governments. This year Loy Yang Power won the Victorian Government's Strzelecki Sustainability Award for Industry Best Practice in the mining, extractive and petroleum industries.

Overview: fields of corporate persona construction

- Self definition
- Role allocation
- **Issue orientation**
- Social accountability

Staying attuned to the impact we have on the environment

"We aim to reduce greenhouse gas emissions and ensure that throughout our business we minimise our impact on the environment."

Greg Martin
Managing Director

Staying attuned	
Environmental report	22
Carbon footprint	28
Water footprint	28

Left to right: Budweiser, Bernard Cornin, Greg Martin, and Mark Stalder. Right: Greg Martin, Bernard Cornin, and Mark Stalder. Right: Greg Martin, Bernard Cornin, and Mark Stalder. Right: Greg Martin, Bernard Cornin, and Mark Stalder.

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Governance and management systems

We have always strived for high ethical standards from our people and in the way we conduct our business. Most recently, the AGL Board has endorsed improvements to AGL's policies, systems and reporting structures to make them more open and transparent to the community.

The AGL Board has overseen management's efforts to formalise and better document the high corporate governance standards and ethical practices that already exist within AGL. This has led to the development of AGL's Code of Conduct and adoption in 2003, of the Australian Stock Exchange Corporate Governance Guidelines.

The development of AGL's Corporate Social Responsibility (CSR) program and the publication of our first Sustainability Report have been supported by the AGL Board. The Board provides ongoing guidance and direction to AGL management on corporate responsibility issues. AGL's Company Secretary and Group Manager, People and Culture, are the sponsors of the CSR program and a CSR program leader is responsible for its implementation throughout the business.

There are three committees to address the management of economic, social, health, safety and environmental issues. They are:

- Audit and Risk Management Committee;
- People and Performance Committee (combining the previous Nomination and Remuneration Committees); and the
- Health, Safety and Environmental Committee.

Our well established health, safety and environment management system, known internally as *Life Guard*, is fully integrated throughout the Company's operations. The *Life Guard* framework will be used to ensure the CSR principles and practices we have adopted are firmly established across the business.

For further information regarding the membership of the AGL Board, its committees, Code of Conduct and corporate governance policies please visit our website at www.agl.com.au or see our Annual Report.



Life Guard is a Health, Safety and Environment (HS&E) Management System which forms a framework of requirements, policies, standards, guidelines and management practices for consistent and continuous improvement in health, safety and environmental performance and to help ensure legal compliance. *Life Guard* was established in AGL in April 1995.

Life Guard is based on the requirements in:

- AS/NZS ISO 14001: 1996 Environmental Management Systems
- AS/NZS 4804: 2001 Occupational Health and Safety Management Systems

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AGL's Environmental Principles

1. AGL will meet or exceed statutory obligations and relevant codes of conduct.
2. AGL's environmental performance reporting will be consistent with recognised standards established by independent performance rating agencies.
3. AGL will provide leadership and actively participate in the policy debate on energy and environmental matters, engaging with Government, within the industry and with the community, employees and other stakeholders on how to achieve sustainable development in the energy sector.
4. AGL will reduce risk and minimise our environmental impact, by integrating considerations of environmental sustainability in all activities.
5. Consistent with business objectives, AGL will work in consultation with its external stakeholders to improve greenhouse gas emission outcomes.
6. AGL will provide customers with products and services that deliver environmentally sustainable solutions.
7. AGL requires that all its businesses promote and demonstrate the efficient use of energy, the minimisation of waste and recycling of materials.
8. Contractors and supply chains are expected to demonstrate consistency with AGL's approach by fulfilling their environmental responsibilities.
9. AGL's employees are recognised for their expertise and are encouraged to contribute to improving the company's environmental performance.
10. AGL will consult with its stakeholders on how best to achieve its environmental objectives.
11. AGL will assess the potential environmental impacts of all its acquisitions.

ISO 14001 certification of key business areas. During the year, our major construction division within Agility attained ISO 14001 certification, and we continued to improve environmental management through our HS&E reporting system, *Life Guard*.

We also worked with our people to broaden their environmental skills and capabilities. This included a seminar series for senior leaders on commercial/environmental issues for AGL, undertaken in consultation with sustainability performance experts. Attendance at internal environmental awareness and training sessions for AGL in the reporting period was 4,211 hours[•] with an average of 1.34 hours[•] per year per person. This is based on full-time equivalent (FTE) staff numbers as at 30 June 2004.

More information about *Life Guard* is available at www.agl.com.au

Strategy: Improve our impact in the area of resource use, waste disposal and land quality and rehabilitation

During the year, 13 environmental incidents[•], were reported within our internal incident reporting system, none of which were deemed to be 'significant'. No penalty infringement notices due to licence breaches were issued.

Non-greenhouse gas point source emissions Our Somerton and Hallett peaking gas-fired power stations in Victoria and South Australia have Environment Protection Agency licences which set the allowable environmental emissions limits. H C Extractions' facility at Kurnell in NSW takes by-products from the oil refining process to produce LPG and is licensed by the NSW Department of Environment and Conservation (DEC). H C Extractions and our Somerton and Hallett power stations all report annual emissions under the Australian National Pollution Inventory.

The chart below shows local point source emissions using approved Australian National Pollution Inventory data methodologies.

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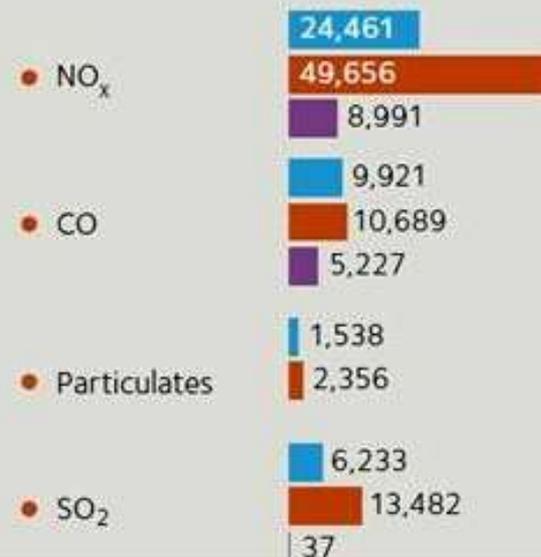
POINT SOURCE AIR EMISSIONS FROM AGL OWNED POWER STATIONS SOMERTON (VICTORIA) AND HALLETT (SOUTH AUSTRALIA) AND H C EXTRACTIONS FACILITY (NSW)

■ H C Extractions
 ■ Hallett
 ■ Somerton

Data based on calculations completed for National Pollution Inventory returns for the year ended 30 June 2004.

AIR EMISSION DEFINITIONS

Air emissions such as nitrogen oxides (NO_x), sulphur dioxide (SO₂) and carbon monoxide (CO) are produced during the combustion process at our power stations and at our hydrocarbon extraction plant. In addition, fine liquid or solid particles are released such as dust and smoke, known as particulates, and Volatile Organic Compounds (VOCs) which are highly evaporative, carbon-based chemicals.



AGL complies with the Energy Supply Association of Australia's Code of Sustainability Practice.

(ALT) has been building sustainability considerations into business strategy and our operations.

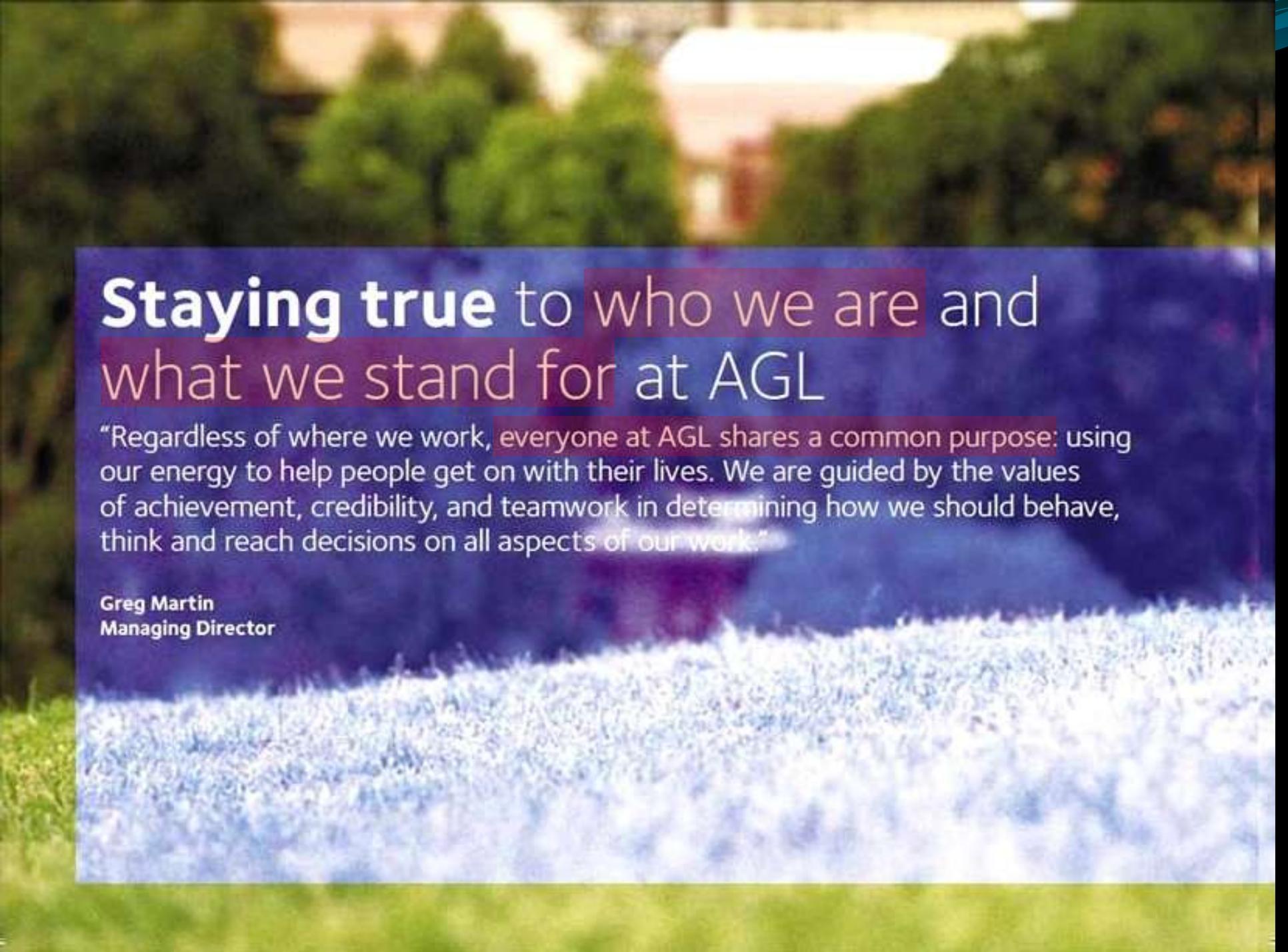
and drive performance improvement and support AGL's HSE management system – *Life Guard*.

Sustainability governance and management structure



“Voice”: organizational dialogism

“Each organization emerges through communication; individual acts (voice) culminate in a collective Act (Voice) whether coherent or discordant. This dialectic entails a search for order, control, coordination, and shared interpretation. How a company operates results from enacted relationships and meanings that emerge from and guide those relationships. Such is the case whether Voice is coherent, unified, focused, and clear or fragmented, divisive, incoherent, and unfocused.” (Heath 1994: 26)



Staying true to who we are and what we stand for at AGL

“Regardless of where we work, everyone at AGL shares a common purpose: using our energy to help people get on with their lives. We are guided by the values of achievement, credibility, and teamwork in determining how we should behave, think and reach decisions on all aspects of our work.”

Greg Martin
Managing Director



AGL is committed to behaving sustainably as a business. It means more than just focusing on financial success. Value must also be achieved through the organisation's positive contribution to society as a good corporate citizen.

Last year AGL published its first Sustainability Report as a public record of the activities undertaken towards this goal. Whilst solid foundations have been laid in recent years, we recognise that consistent efforts and incremental steps to do many different things better, must be made over time. This year's Report builds on the progress we have made and offers a concise view of AGL's planned approach. You will find this Report demonstrates our continued commitment and activity in this area.

Mark Johnson
Chairman



AGL's business approach is to use our collective energy to help people get on with their lives. This goes hand in hand with considerations for sustainability in setting business direction. We adopt this approach across our operations and take account of stakeholder feedback and their views of our activities.

Last year our first Sustainability Report outlined the framework for AGL's non-financial performance. The Report focused our discussions with interested shareholders, our other stakeholders and provided a basis on which to gather feedback about our activities. The results of these discussions are reflected in this year's Report.

In our first reporting year we highlighted the necessity for AGL as a leading Australian energy company to understand, measure and monitor our environmental impacts. With this in mind, we focused on the development of our environmental footprint – which featured the greenhouse gas impacts of our operations, products and of what we own. We have continued this work during the past year and our footprints appear again in this Report.

This year greater attention has been given to our relationship with customers. In particular, we've included a discussion about the services we offer to customers suffering long-term and temporary financial hardship.

Staying true to who we are and what we stand for at AGL

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Greg Martin
Managing Director



Staying involved in the wellbeing
of our customers, our people and the
communities in which we operate

“To succeed in business we need to stay close to our customers, our people and the community. This means engaging and motivating our people, delighting our customers and giving back to our shareholders and the community.”

Greg Martin
Managing Director



Staying attuned to the impact we have on the environment

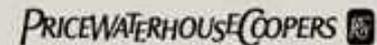
"We aim to reduce greenhouse gas emissions and ensure that throughout our business we minimise our impact on the environment."

Greg Martin
Managing Director

Highlights 2004/2005

- We have set targets for paper use, recycling facilities and greenhouse gas emissions associated with our own office electricity use and fleet vehicle fuel use.
- We offset 87% of electricity used in our offices, reducing emissions from 12,123 tCO₂e to 1,634 tCO₂e.
- We launched our online incident reporting system to improve the responsiveness of our environment and safety management system.
- We remediated a further 1.06 ha of contaminated land.
- We expanded environmental training for staff.
- Agility exceeded its target of 5% reduction in office paper use.

PricewaterhouseCoopers' verification



In the Environment section of the Report, two symbols appear and denote the results of PricewaterhouseCoopers' (PwC) verification of AGL's environmental data and reporting:

- ✔ Denotes environmental data that was selected for verification and was successfully verified for completeness, accuracy and reliability; and
- Denotes environmental data that was selected for verification but could not be successfully verified as complete, accurate and/or reliable.

These symbols encompass:

- a) 2004/2005 data that was reviewed by PwC this year; and
- b) 2003/2004 data that was reviewed by PwC last year for our Report of the same period.

In a number of instances data that were selected for verification in 2003/2004 were not included in the 2004/2005 verification process. Where this has occurred it has been because either there has been little or no change in the data sets and/or AGL's response to data issues continues to evolve.

community. Engaging
component of overall
significant infrastructure
example, in response to
led an innovative design
line associated with

4 hours a day to respond
s energy infrastructure.
promote the national 'Dial
es the community with
underground infrastructure

we plan to:
e taken by our people;
participating in

out Warmth in Winter
y the winter energy bills

iciency training program

Volunteering at 'The Way' Community

"The Way is a non-government funded shelter for some of the community's neediest people. All of our residents have experienced significant periods of homelessness. They are socially disconnected and lack traditional family and community support.

Our workers are volunteers who give their time freely to provide around the clock support, not only to the residents but others, who come to us for a hot meal, or to warm up, before going back on the street. It was a joy this winter to see the residents sitting around the gas log fire having a cup of coffee, enjoying the warmth and having a chat among themselves. Last winter we relied on wood heating which posed certain risks for the residents.

This is a heartfelt thankyou from them to all those at AGL who were part of the decision to support The Way by funding the purchase and delivery of this gas heater and to the plumbers who volunteered their time to install it."

Jill Sealy, Coordinator, 'The Way' Community shelter, Melbourne

- power generation plants, electricity and natural gas distribution networks;
- Providing customers with a wide range of energy products and services; and
- Designing, constructing, operating, maintaining

set of values that guide our behaviour, thinking and decisions. These values are *achievement, credibility and teamwork*.

To us:

- Achievement means working towards desired

stakeholders means we can better understand their needs and interests and improve our performance accordingly. It also provides a platform for stakeholders to gain a better understanding of our business.

In the preparation of this report we focused on issues these stakeholder groups have indicated are priorities.

Scope of this Report

This Report reviews sustainability performance of AGL, the parent company, and its wholly owned businesses in Australia during the 2004/2005 financial year.

There is some discussion in the Report about our investments where feedback has indicated it is of interest to people in the context of our Sustainability Report.

Where appropriate, the Report draws on the Global Reporting Initiative and the Energy Supply Association of Australia sustainability indicators to consider the Company's performance.

Consultation for this Report

AGL asked representatives of our key stakeholder groups to review and comment on our report as it was being prepared for publication. This included consulting with:

- The AGL Customer Council (during July 2005) about the proposed information for inclusion in the community and customer sections;

- A feedback panel representing key stakeholder groups (in August 2005) who reviewed the first draft of the Report. The panel comprised Executive Director of UnitingCare NSW and ACT Harry Herbert, Greening Australia Chief Executive David Butcher, ERM Australia Managing Director David Snashall and Manager Investment Governance BT Financial Group Amanda McCluskey;
- Conservation group, WWF Australia, about the general approach in the Report (July 2005) which complemented ongoing discussions with the group throughout the year; and
- Informal consultation with our own people.

The people we spoke with were not involved at an operational level in the implementation of our sustainability program. While this Report does not represent the views of those we consulted, their comments made a significant contribution to its development. AGL thanks them for their feedback and participation.

"It was such a relief to have someone listen and help me to find a way through – I was finally being heard."

Bob, Staying Connected customer



Staying Connected

Bob, the father of two young children, was a general manager in the retail sector. He had built two homes, worked for 20 years in retail and held managerial positions in the USA and Korea.

But about two years ago, Bob became unemployed. Financial hardship quickly followed and he found himself in unfamiliar territory.

"Everyone wants to get paid first. But when it comes down to a choice between bills, rent and food for the kids – feeding the kids comes first and the bills don't get paid," said Bob.

"I'm not the kind of person who wants something for nothing. If you use power, then you should pay for it. But I was just in a position where I had limited money."

Bob telephoned AGI, about his outstanding account and, after discussing his situation, was put through to the Staying Connected team.

"I was assured that the supply wouldn't get cut off and we discussed a payment arrangement."

"One of the more pleasant experiences in these tough times has been dealing with the Staying Connected team. I really feel like they've understood my situation."

Ombudsman cases as a percentage of our customer base



■ Proportion of Ombudsman cases requiring remedial action from AGI, during 2004/2005. This is the first year this data has been collected.

Number of identifiable customers disconnected



Customer calls answered within 30 seconds



“It was such a relief to have someone listen and help me to find a way through – I was finally being heard.”

Bob, *Staying Connected* customer



Staying Connected

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“Everyone wants to get paid first. But when it comes down to a choice between bills, rent and food for the kids – feeding the kids comes first and the bills don’t get paid,” said Bob.

“I’m not the kind of person who wants something for nothing. If you use power, then you should pay for it. But I was just in a position where I had limited money.”

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“I was assured that the supply wouldn’t get cut off and we discussed a payment arrangement.”

“One of the more pleasant experiences in these tough times has been dealing with the *Staying Connected* team. I really feel like they’ve understood my situation.”

“AGL has recognised the importance of engaged leadership and positive workplace culture to achieve its safety and environmental objectives.”

Andrew Meerman, General Manager, Noel Arnold and Associates, a risk management consulting group.



culture to deliver a safe and environmentally sustainable workplace.

This year, we increased our vigilance in incident reporting with the introduction of a new electronic incident and injury reporting system. This improved our ability to report and track incidents, including near misses. The Lost Time Injury Frequency Rate (LTIFR) for 2004/2005 increased slightly over the previous year. However there was a decrease in the severity of incidents.

We have also focused

Leadership

- The business was provided with a standard process for the notification, reporting and investigation of HSE and significant asset related incidents.

Culture

- A program was established and implemented to facilitate leader and colleague discussions about the promotion of a safe and environmentally protective work culture.

Systems

- Retail Energy and Merchant Energy leaders were

Strategy: Build a healthier workforce

This year AGL broadened its focus on the health of its employees, particularly those for whom physical fitness is crucial to their ability to do their jobs safely and effectively. Under the umbrella we call *Wellbeing*, AGL has introduced a range of programs to improve the personal wellbeing of its employees such as the *Alpha One* fitness and health program (see page 15). This year we supported nearly 100 employees participating

to discrimination, harassment or bullying. Our business calendar now includes important dates for all cultural, ethnic and religious groups, and consideration of such dates is incorporated into our business event planning. Online religion fact sheets are now available to employees seeking to better understand the religious beliefs and practices of their colleagues.

Through employee communications we also made sure our people were aware of our guaranteed policy of fair treatment

“The main benefit for us was being able to save money.”

Claymore resident and
Energy Matters participant,
Nora Peirson



Energy Matters

In June 2004 AGL and WorkVentures, a social enterprise that endeavours to build community capacity through sustainable programs, piloted the *Energy Matters* community program. Based in Claymore, a suburb in Sydney's south west, the pilot focused on helping people experiencing hardship better manage their energy bills through the implementation of energy efficient measures.

WorkVentures Chief Executive Officer, Steve Lawrence, enthusiastically endorsed the pilot, “We are excited about our partnership with AGL and the way this program has provided practical empowerment to a disadvantaged community. This project highlights what people can do with basic knowledge, skills and support.”

Participants Nora and Terry Peirson saved \$48 on their quarterly electricity bill. “Our quarterly bill is normally about \$200, so we were very pleased when we got our next bill, which was down to \$152. The small changes we made definitely paid off.”

A total of 46 households participated in the pilot program.

A survey of participants found that 93% of the people involved have adopted energy savings measures and 74% have passed on information they learnt to family and friends.

The program is continuing in Claymore with more families.

“This was a lesson about how the force of water can turn a wheel rut into a major erosion problem.”

Brenden Huntley,
Agility Lands Officer



Rehabilitation of flood plains at Kumarina Station, Western Australia

Agility manages the Goldfield Gas pipeline for the Australian Pipeline Trust in Western Australia and recently completed rehabilitation work along a section of the Gascoyne River alluvial flood plain adjacent to the pipeline

easement inside a property called Kumarina Station.

“This was a lesson about how the force of water can turn a wheel rut into a major erosion problem,” Agility Lands Officer Brenden Huntley said.

Agility rehabilitated the eroded section of land on the easement, constructing a number of bunds and planting native vegetation.

A three year monitoring plan is now underway for the revegetation and stability of the bunds. Recent heavy rain showed that the soil conservation works have been effective.

Land and biodiversity issues

AGL manages a total area of 20,928 ha of licensed gas transmission easements, with 322 ha of this land

For example, Environment Management Plans (EMP) or combined HSE Management Plans have been implemented for our power generation facilities, our hydrocarbon

Contaminated land

AGL continues to manage legacy issues associated with former gasworks sites that we operated from early last century.

AGL had direct or indirect responsibility for more than 88 ha of contaminated land in 1994. Between 1994 and June 1999 we remediated 9.1 ha. As of

"This project has been an opportunity to make a difference to the community, the environment and AGL."

Ray Simms,
Agility Public Lighting Maintenance Planner



Sustainable public lighting

In late 2004, AGL began a partnership with Banyule City Council, the Northern Alliance for Greenhouse Action and Sustainable Energy Authority Victoria (now Sustainability Victoria) to improve energy efficiency in public lighting.

Using AGL's energy know-how and working with existing suppliers, the partnership trialled new energy efficient lights on public light poles.

"While new sub-divisions have already begun using energy efficient public lighting, this trial in established areas was a first," Agility Public Lighting Maintenance Planner Ray Simms said.

If energy efficient lights were implemented across all the Banyule City Council area, it could prevent as much as 3000 tonnes of greenhouse gases entering the atmosphere, equivalent to removing 680 cars off the road for one year.

The project won the United Nations Association of Australia World Environment Day Awards for the best specific environmental initiative for local government.

The project is ongoing.

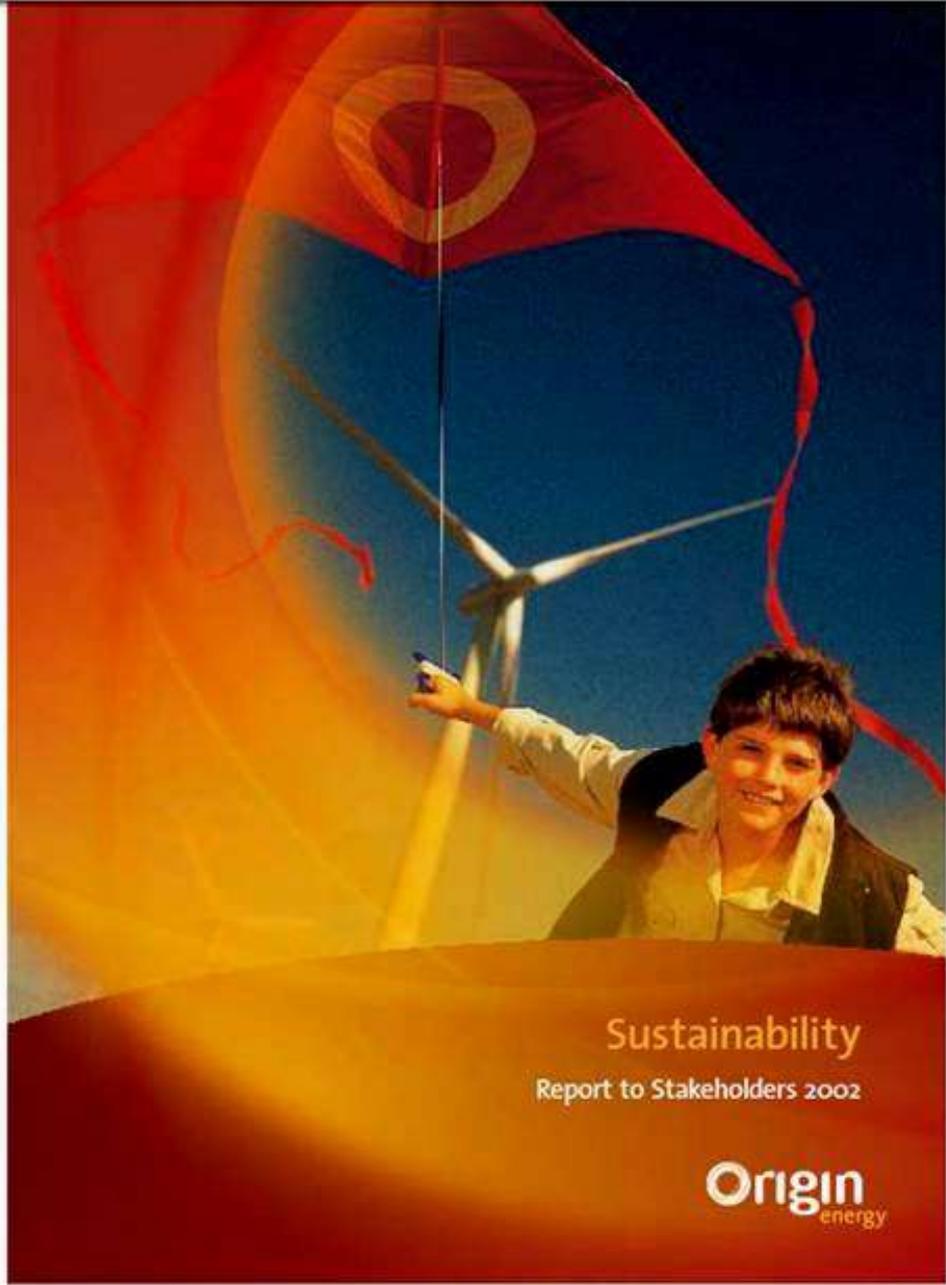
AGL abatement projects

Tonne for tonne, methane gas produced by landfills and other activities has a global warming potential 21 times higher than carbon dioxide. This means that by flaring methane gas and converting it into carbon dioxide, the environmental impact of waste gas can be minimised.

AGL has a number of projects that use this approach to deliver greenhouse abatement. Where possible, AGL installs electricity generators that use the waste gas as fuel. Electricity produced in this way actually reduces greenhouse gas emissions.

Kilotonnes of CO₂ abated by landfill gas flaring





Sustainability
Report to Stakeholders 2002



Overview: fields of corporate persona construction

- Self definition
- Role allocation
- Issue orientation
- Social accountability

About Origin Energy

Origin Energy is one of Australia's largest energy companies and was listed in February 2000 as a result of the demerger of Boral's energy and building materials businesses. In just over two years Origin's revenues have grown nearly 60% to \$2.4 billion and profit after tax has increased 70% to \$128.7 million. Origin's market capitalisation has increased threefold to over \$2 billion, placing it just outside the top 50 companies on the Australian Stock Exchange.

Exploration and production

Origin, and its 85%-owned subsidiary, Oil Company of Australia Limited (OCA), hold significant exploration and production interests throughout Australia and New Zealand.

Natural gas accounts for approximately 80% of sales volumes with condensate, crude oil and LPG, providing the remainder. Origin produced 83 PJ of gas and liquids in 2001/02, and had 2P reserves totaling 1,140 PJ as at 30 June 2002.

In June 2001, the company's strategy to locate and commercialise gas close to market led to the discovery of the large Thylacine and Geographe gas fields in the offshore Otway Basin from which first gas deliveries are expected in 2006. The BassGas Project, which will develop the Yolla gas field in Bass Strait, is set to commence production by mid 2004.

These fields will mostly supply the Victorian and South Australian markets. Gas will be transported to South Australia

This year, the first commercial gas discoveries since 1990 and the first commercial oil discovery since 1966 were made in the onshore Perth Basin and, through OCA, major strategic assets in the Fairview and Durham CSG projects were acquired.

Retail

Origin is one of Australia's leading energy retailers, servicing two million business and residential customers throughout Australia, New Zealand and the Pacific.

Last financial year, Origin sold 172.5 PJ of natural gas, electricity and LPG. Origin also sells a range of energy-related products and services including gas and electrical appliances through a network of 38 Origin Energy Shops.

Natural gas As one of the largest gas retailers in Australia, Origin supplied 118 PJ of natural gas to nearly one million customers in all mainland States and the Northern Territory.

In October 2002, full retail competition (FRC) was introduced for small business and residential customers in Victoria, and from January 2002 for customers in New South Wales.

Electricity Origin supplied 8.4 TWh of electricity to more than 800,000 customers mainly located in Victoria and who became Origin customers with the acquisition of the Powercor retail business in June 2001. Origin also acquired the CitiPower retail business in August 2002.

From January 2002, all electricity customers in New South Wales

has been used in the construction of this Report.

About us

AGL has been a major participant in the Australian energy industry since 1837. We began as a privately-owned gas utility in New South Wales and since then have built an extensive energy business across Australia. Today we are a major retailer of gas and electricity to about three million customers. We have an extensive portfolio of wholly and partly-owned investments in energy infrastructure, infrastructure management and other energy companies.

Our business involves:

- buying and selling gas and electricity from gas producers and electricity generators;
- transporting gas and electricity to customers via gas pipelines and power lines;
- owning and investing in power generation plants, electricity and natural gas distribution networks;
- providing customers with a wide range of energy products and services; and
- designing, constructing, operating, maintaining and managing energy infrastructure through Agility, our wholly-owned business.

How we do it

- of opportunities
- producing re
- managing ou

Our values

Our Company's
get on with the
expertise in the
how. Underpin
our behaviour,
achievement, c

To us:

- achievement
reaching goa
celebrating s
- credibility me
and being go
- teamwork m
purpose.

We want to co
energy compar

Our stakehold

AGL's continui
our advocates

Origin Energy

Origin Energy impact on communities

[we] developing and maintaining the trust

we rely on these communities

[communities] to provide skills

[communities] to buy our products

[communities] to maintain environment

[communities] to provide access

Origin acts to maintain stakeholder trust

[Origin] developing relationships

[Origin] ensuring our activities do not adversely affect

AGL

[AGL] staying involved in the wellbeing

we need to stay close to our customers

[we] engaging and motivating our people

[we] delighting our customers

[we] giving back to our shareholders

[we] relate to our customers

[we] listen to their feedback

[we] deliver on service promises

Overview: fields of corporate persona construction

- Self definition
- Role allocation
- **Issue orientation**
- Social accountability

Climate change and energy

Climate change refers to the phenomenon of global warming that occurs when greenhouse gases are released into the atmosphere. Greenhouse gases such as carbon dioxide and methane act like a blanket, trapping the sun's warmth and thereby making life on Earth possible.

Over the last century, increased industrialisation and energy consumption has led to significantly higher levels of greenhouse gas emissions to the atmosphere. It is now widely recognised that human actions – particularly the burning of fossil fuels (coal, oil and natural gas) and land clearing – are increasing the concentrations of these gases, creating the prospect of global climate change. This is known as the enhanced greenhouse effect.

Most scientists have concluded that the enhanced greenhouse effect will raise the Earth's surface temperature. It is hard to predict what the impacts of global warming will be and where they will occur because the global climate is a complicated system. Global warming may impact the distribution of plants and animals; the frequency of storms and floods; and the spread of weeds, pests and diseases.

While scientists are continuing to better understand these impacts, many governments have determined that it is prudent to act now to reduce greenhouse gases.

In 2000, Australia's total net greenhouse gas emissions were 535.3 million tonnes of CO₂e to which the energy sector contributed 69.5%. Of this proportion, 43.5% was the result of burning coal to generate electricity.¹

The Federal Government's policy responses to increasing greenhouse emissions are still evolving. The uncertainty and complexity of the greenhouse emissions regulatory framework are significant issues for Origin's business. We respond by actively participating in the climate change debate and developing strategies to manage our exposure.

The Federal Government's policy position is described in 'Australia's Third National Communication on Climate Change 2002':

- Australia will not ratify the Kyoto Protocol unless ratification is shown to be in the national interest.
- Australia will continue to strive to meet its target under the Kyoto Protocol in the first commitment period – an 8% increase in 2010 on the greenhouse gases emitted in 1990. In August 2002, the Federal Government announced Australia is projected to reach around 111% of 1990 emissions by 2010.²

Origin believes that it is operating in an environment that will become increasingly carbon-constrained, leading to both challenges and opportunities. Across our business we are identifying ways of reducing the intensity of carbon emissions associated with the production of energy and our customers' use of that energy.

Origin Energy

production of energy has impacts
Origin Energy is reducing intensity
Origin Energy is minimising its impact
greenhouse gases are released
gases act like a blanket
industrialisation led to emissions
human actions are increasing these gases
greenhouse effect will raise temperature
warming may impact plants and animals
we are reducing the intensity of emissions

AGL

we have impact on the environment
we aim to reduce emissions
us to reduce the intensity
human activity is producing gases
gases leads to global warming
gases trapping solar radiation
we work with Government and community
we will contribute to the development
AGL have an important role to play

Origin Energy

The production and use of energy has environmental impacts, the most significant of which is greenhouse gas emissions.

Over the last century, increased industrialisation and energy consumption has led to significantly higher levels of greenhouse gas emissions to the atmosphere.

“Voice”: organizational dialogism

“Each organization emerges through communication; individual acts (voice) culminate in a collective Act (Voice) whether coherent or discordant. This dialectic entails a search for order, control, coordination, and shared interpretation. How a company operates results from enacted relationships and meanings that emerge from and guide those relationships. Such is the case whether Voice is coherent, unified, focused, and clear or fragmented, divisive, incoherent, and unfocused.” (Heath 1994: 26)



We must ensure that all aspects of our company's activities as they impact on shareholders, the environment and the communities in which we operate are sustainable.

Social

From a gas explorer in regional Australia to a retailer of energy in our bigger cities, our activities impact on many differing communities. The sustainability of our activities depends on the trust and goodwill of these communities. We rely on them to allow or support our access to land and resources; buy our products and services; and maintain a stable political

In pursuing our environmental, social and economic objectives, our actions are guided by the following values:

- We care about the impact of our operations and actions on shareholders, customers, employees, the community and the environment.
- We listen to the needs of others, knowing that an unfulfilled

Case study: Women in the workplace

In May 2004, 32 women in our Sydney office initiated the Women in the Workplace (WIW) Forum to identify and discuss issues that may inhibit their ability to progress within the company.

This Forum, developed in response to the 2003 Equal Opportunity for Women in the Workplace Survey and workforce analysis, identified key issues of career development and progression, inconsistent performance management, work/life balance options, remuneration, lack of knowledge sharing forums and access to senior management.

Action plans have been developed and are managed through specific focus groups comprising 20 women. Some key actions include:

- Increased management interaction with employees through monthly Ice Breaker sessions.
- Improved career development planning through the Performance Management System and by creating an expression of interest register as a ready resource for when positions become available.
- Identifying flexible working arrangements needed to improve work/life balance.

- Developing formal and informal coaching and leadership programs from piloting a buddy system for junior recruits to inviting female role models to discussion forums.
- Increase transparency and understanding of the remuneration

process through increased accountability and education.

The WIW Forum has been successful in providing networking opportunities for women in the Sydney office and is a model that can be applied across the business.



The Women in the Workplace Forum was developed to identify and discuss key issues for women surrounding career development and progression within the company. Energy Risk Management General Manager, Gary Stanford is the Forum's sponsor.

Case study: Relationship with the Mandandanji people

Our close relationship with the Mandandanji people in Roma, Queensland, is an example of our commitment to work with indigenous communities wherever our business impacts on their traditional lands.

Through the partnership, Origin has helped the Mandandanji people locate and preserve their cultural heritage.

In August 2004, we sponsored a training program on the identification of cultural heritage artefacts and vegetation and the preparation of traditional bush tucker. The course was compiled and presented by the Mandandanji and ensures that the ongoing knowledge and cultural heritage of the Mandandanji people are preserved for future generations.

We have a Cultural Heritage Services Agreement with the Mandandanji Traditional Owners Corporation which was signed in April 2002 and which has recently undergone an annual review.



In July 2004, our relationship with the Mandandanji people was honoured at the 11th annual Cultural Heritage and Native Title Conference in Brisbane, with Mandandanji Traditional Owners presenting Origin with a painting by Aboriginal artist Dale Manns. Pictured at the presentation are (l to r) Mandandanji Native Title Claimant, Lorraine Tomlinson, Origin Native Title Advisor, Joanne Lockyer, Origin Community Liaison Officer, Alison John and Mandandanji Native Title Claimant, Miranda Mailman.



Case study: Matched giving

On 26 December 2004, a tsunami devastated many coastal communities in Asia. Our staff, like many people across the world, wanted to contribute to the relief efforts, and our Matched Giving Program provided an opportunity to enhance their contribution.

Employee volunteer and Manager Regulatory Development Steve Wright, spent two weeks in tsunami-affected areas in Sri Lanka helping with relief efforts as a part of his involvement with Meta, an Australian aid organisation. Steve is pictured with a family who is rebuilding their home after the disaster.

Under the Program, we have committed to matching employee donations. By March 2005, employee donations to tsunami relief efforts had exceeded \$80,000.

Staff volunteer efforts during the crisis were also supported. Melbourne employees responded enthusiastically to the request by World Vision for call centre volunteers. Origin supported them by donating \$100 per employee volunteer to World Vision – a total of \$4,000. We have been overwhelmed by the generosity shown by our employees and continue to support their volunteering efforts.

Origin also made a direct \$100,000 donation to Oxfam Australia following the tsunami and supported Oxfam during this period by hiring temporary data entry staff who helped process around \$1.3 million in donations.

What next?

GRI and esaa Indicator Index



In preparing this report, we were guided by the Global Reporting Initiative's (GRI) 'G3' Sustainability Reporting Guidelines, as well as the GRI Electric Utility Sector Supplement. These documents provide guidance for organisations to use as the basis for disclosure about their sustainability performance, providing a universally applicable, generally acceptable and comparable framework that helps stakeholders understand reported information.

To provide report readers with clarity about the extent to which the GRI guidelines have been applied in the preparation of this report, AGL engaged our assurance provider, Net Balance, to complete a third-party GRI 'Application Level' assessment of our report. Net Balance agreed with our self-assessment that the report meets the requirements of a 'B+' application level.

It is AGL's intention to continue to report at a 'B+' level in the future.



		2002 In Accordance	C	C+	B	B+	A	A+
Mandatory	Self Declared			Report Externally Assured		Report Externally Assured		Report Externally Assured
	Third Party Checked			Report Externally Assured		Report Externally Assured		Report Externally Assured
Optional	GRI Checked			Report Externally Assured		Report Externally Assured		Report Externally Assured

For further information about the GRI guidelines and application levels, refer to the GRI website at www.globareporting.org.

GRI Profile Disclosures

GRI Profile Disclosure	Core	esaa Principle (where applicable)	Description	Comment	Location of Disclosure
1.1	-		Statement from the most senior decision maker of the organisation about the relevance of sustainability to the organisation and its strategy.		Message from the Chairman and the Managing Director
1.2	-		Description of key impacts, risks and opportunities		About AGL: Sustainability and our business strategy About AGL: Transformation of the energy sector
2.1	-		Name of the organisation		About AGL: Our operations
2.2	-		Primary brands, products and/or services		About AGL: Our operations

Some observations on corporate identities...

- Context of corporate identity construction (field, tenor, mode, genre)
- Triple articulation of corporate identity
- Orchestration of corporate identity
- The corporate story as identity discourse (self, role, issue, accountability)
- Corporate heteroglossia and Voice management (persona + second persona)
- Social governance

Preview:

Some challenges for SFL theory...

Persona (e.g. Martin & White 2005)



~~individual
vs
collective~~

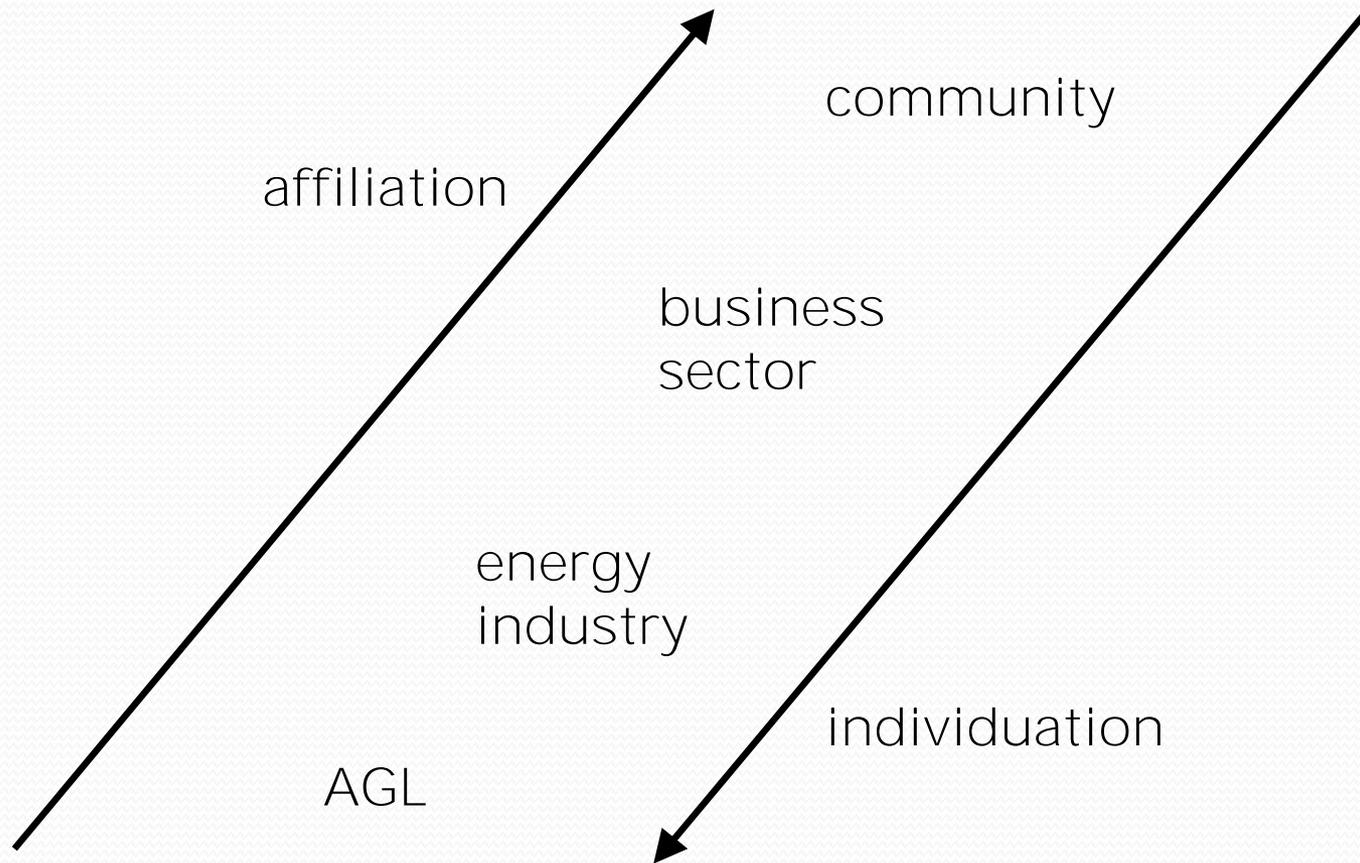
Identity discourse (e.g. Tann 2010)

Affiliation (e.g. Knight 2010)

- tenor (patterning)
- enactment
- performance
- field (reflexive)
- representation
- power / normative
- triple articulation
- orchestration
- mode (interaction)
- solidarity / bonding

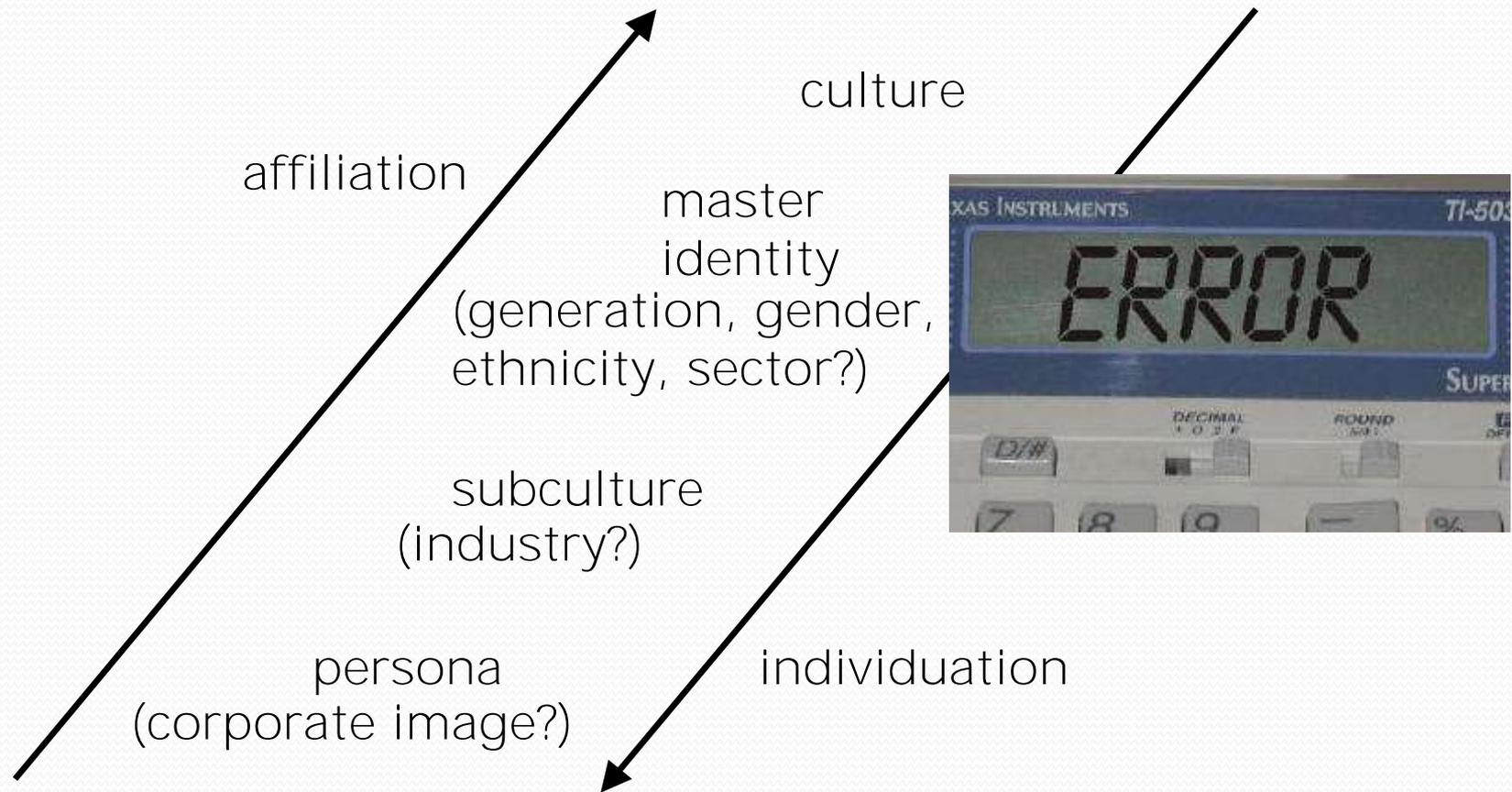
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Some challenges for SFL theory...



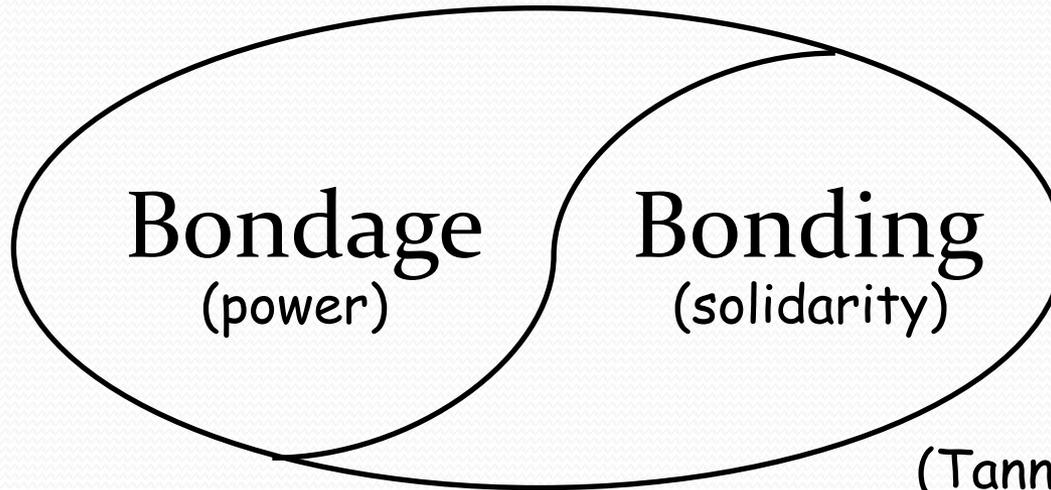
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Some challenges for SFL theory...



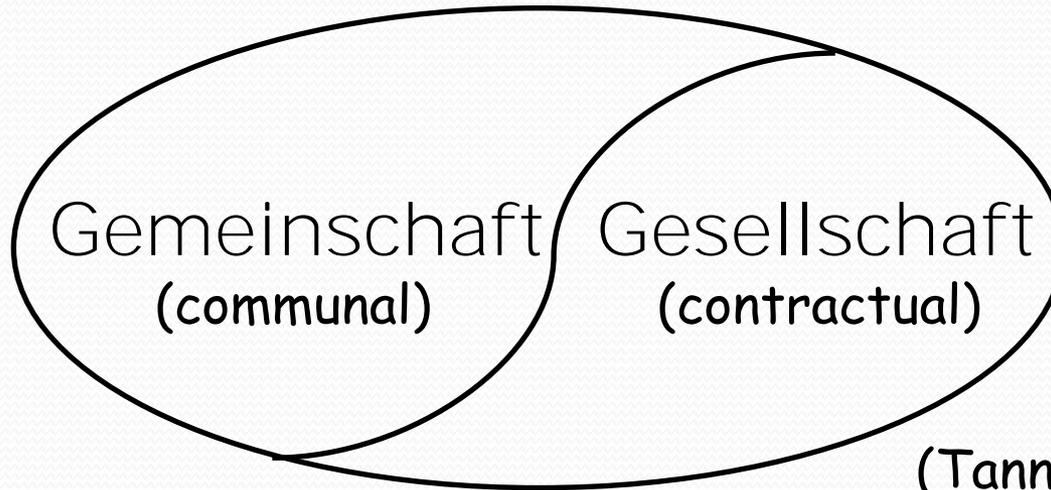
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Some challenges for SFL theory...



Preview:

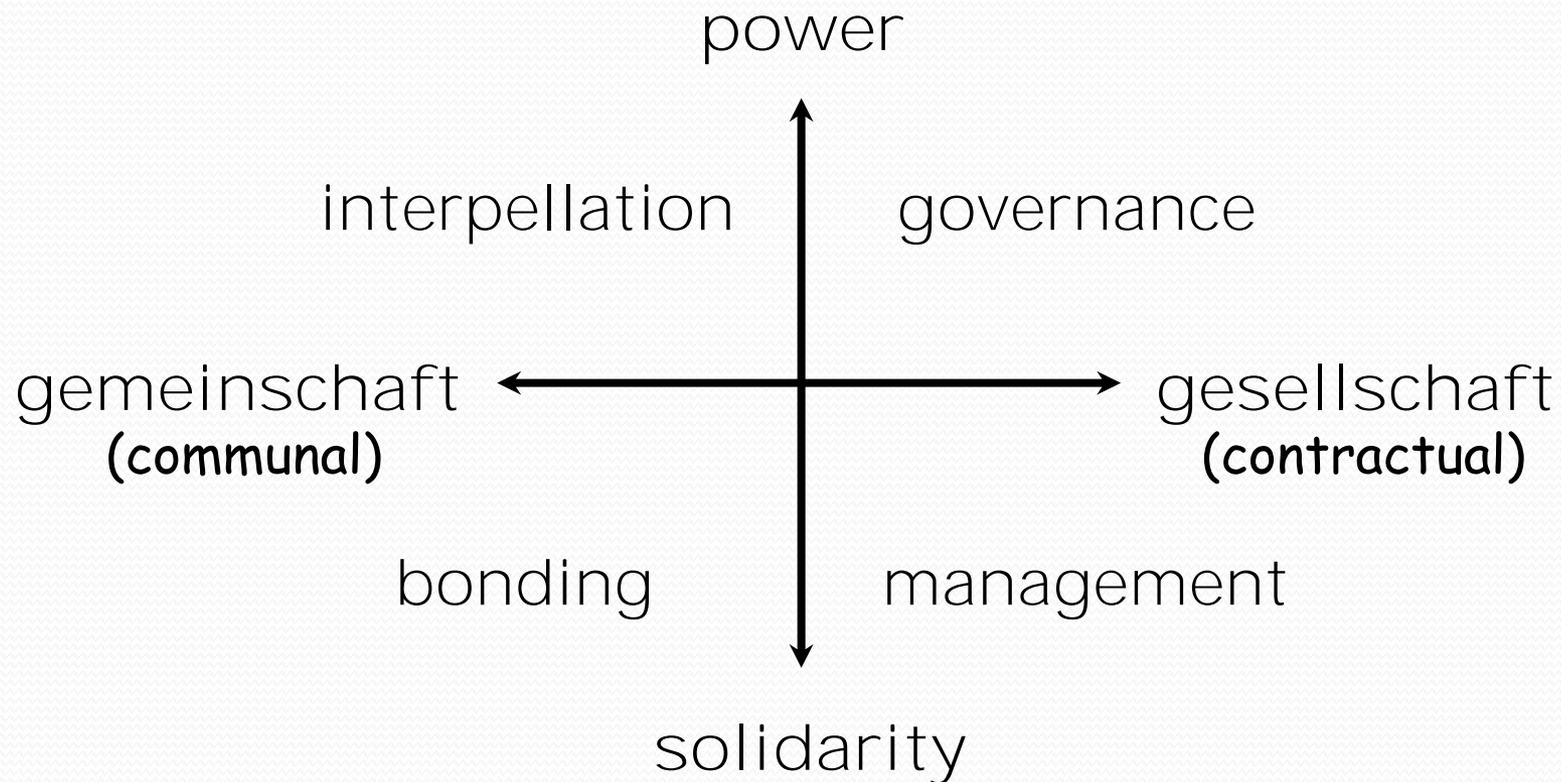
Some challenges for SFL theory...



(Tann 2010)

Preview:

Some challenges for SFL theory...



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