# **Endeavor Energy Australia: An Organizational Profile and Leadership Analysis**

**1. Executive Summary:**

Endeavor Energy Australia stands as a critical entity within the New South Wales (NSW) energy sector, operating and maintaining the electricity distribution network across a significant portion of the state. This report provides a comprehensive analysis of the organization, detailing its complex historical evolution from state-owned predecessors to its current form as a public-private partnership. The operational landscape of Endeavor Energy encompasses a wide geographical area, serving millions of customers and necessitating a robust infrastructure network. Financially, the company demonstrates a substantial scale of operations, with its revenue and future trajectory closely monitored by regulatory bodies. The leadership structure, comprising an experienced Board of Directors and a capable Executive Leadership Team, guides the company through the dynamic challenges and opportunities of the energy transition. Recent strategic initiatives underscore Endeavor Energy's commitment to modernization, sustainability, and enhanced customer engagement, solidifying its position as a key player in Australia's evolving energy future.

**2. Organizational Profile:**

* **2.1 Legal Foundation and Historical Evolution:**
  + Detailed Analysis of Legal and Business Names:  
    The current legal designation of the organization is the Endeavour Energy Network Operator Partnership, which conducts its operations under the widely recognized business name of Endeavour Energy 1. This structure is identified with the Australian Business Number (ABN) 11 247 365 823 1. This legal form was adopted in 2017, marking a significant shift in the company's operational framework. Prior to this, the entity operated under the legal name Endeavour Energy with a different ABN, 59 253 130 878, from September 2000 until June 2017 1. This transition in legal identity coincides with a broader history of evolution within the NSW electricity distribution sector. Endeavor Energy's origins can be traced back to the restructuring of the NSW electricity sector in the mid-1990s. Initially, MetSouth Energy was established in October 1995, which subsequently adopted the trading name Integral Energy Australia in February 1996 2. This entity continued until March 2011, when its network operations were rebranded as Endeavour Energy following the sale of its retail business 2. Further changes in the legal landscape occurred in June 2017, with the constitution of a corporate name, Electricity Retained Interest Corporation - Endeavour Energy, for the portion of the state-owned corporation's distribution system under the Electricity Retained Interest Corporations Act 2015 2. This development likely reflects the formalization of the NSW Government's ongoing interest in the Endeavour Energy network post its partial privatization. Examination of business registration records reveals a multitude of active and historical business and entity names associated with "Endeavour Energy" 3. These records suggest a complex history of organizational changes, potentially including past ventures or related entities that have been part of the Endeavour Energy story. The shift in legal structure to a "Network Operator Partnership" in 2017 directly aligns with the acquisition of a majority stake by a private consortium, necessitating a legal framework that outlines the responsibilities and liabilities of both the private and public partners 5. The simultaneous creation of the "Electricity Retained Interest Corporation" indicates the NSW Government's strategic approach to managing its remaining assets and interests within the Endeavour Energy network through a separate corporate vehicle. The history involving MetSouth Energy and Integral Energy underscores that Endeavor Energy's substantial infrastructure and operational capabilities are the result of decades of state-led development and management of electricity provision in the region 2. These earlier state-owned entities were themselves products of government restructuring initiatives, demonstrating a long-term strategic involvement by the NSW government in shaping the electricity distribution landscape of Greater Western Sydney and the surrounding areas. This historical context is essential for understanding the current scale and reach of Endeavor Energy's operations.
  + Founding Year Discrepancies and Resolution:  
    The most consistently reported founding year for the current iteration of Endeavor Energy is 2011 5. This date corresponds with the rebranding of the network operations of Integral Energy following the divestment of its retail division. However, the operational history extends further back. Integral Energy itself was founded in 1995 6, representing a significant predecessor entity whose infrastructure and operational framework now form the basis of Endeavor Energy's network. Furthermore, historical records and local commemorations suggest an even earlier involvement in electricity provision in certain areas now serviced by Endeavor Energy. For instance, the 100-year anniversary of powering Wollongong in 2021 indicates a continuous history of electricity supply in that region dating back to 1921 8. Additionally, records mention "Endeavour Energy (Seven Hills)" with a founding year of 1912 9, suggesting the possibility of an earlier, localized electricity network or entity that was eventually integrated into the broader regional network. It is important to note that a US-based oil and gas company named "Endeavor" was founded in 1979 11, which is a distinct and unrelated entity. Therefore, the "founding year" of Endeavor Energy Australia is context-dependent. While 2011 marks the establishment of the current operational and legal entity, the legacy of electricity provision within its service area spans over a century, with key organizational milestones in 1995 with the formation of Integral Energy and earlier in specific regions. To provide clarity, this analysis distinguishes between the founding of the current legal entity in 2011 and the historical origins of the electricity network it operates. The establishment of Integral Energy in 1995 as a crucial predecessor is a significant point in this history 6. The earlier dates of 1912 and 1921 likely signify the beginnings of electricity infrastructure in specific localities that were subsequently incorporated into the larger network, illustrating the gradual development of the power grid in the areas now under Endeavor Energy's management.
  + Key Historical Milestones and Their Significance:  
    A pivotal moment in the history of Endeavor Energy was the creation of MetSouth Energy in 1995, which was later rebranded as Integral Energy Australia 2. This event represented a consolidation of earlier electricity distributors under a unified state-owned corporation. A further significant milestone occurred in 2011 when Integral Energy's retail business was sold to Origin Energy, and the remaining network operations were rebranded as Endeavour Energy 2. This strategic decision marked a separation between the retail and infrastructure aspects of the business, allowing Endeavor Energy to focus solely on electricity distribution. In 2017, a major shift in ownership took place with the acquisition of a 50.4% stake in Endeavor Energy's network assets by a consortium led by Macquarie Infrastructure and Real Assets 5. This partial privatization introduced private sector investment and management into the operation of the network while the NSW Government retained a significant interest. In 2021, the region of Wollongong commemorated 100 years of electricity supply 8, highlighting the long-standing history of power provision in a key part of Endeavor Energy's service area. Also in 2021, Endeavor Energy was recognized as one of the top-performing electricity distribution companies in Australia 14, indicating a level of operational efficiency and reliability achieved by the organization in recent years. These key milestones illustrate a clear trajectory of government-led consolidation in the electricity sector, followed by a strategic decision to separate retail and network functions. The culmination of this evolution was the partial privatization in 2017, a move aimed at leveraging private sector expertise and capital for the continued development and maintenance of the electricity distribution network.
* **2.2 Operational Landscape:**
  + Analysis of Headquarters Location(s):  
    While multiple locations are associated with Endeavor Energy, Parramatta appears to be the primary corporate headquarters 5. Specifically, the address Level 40-42, 8 Parramatta Square, likely serves as the central administrative hub 10. Blacktown, with the address 51 Huntingwood Drive, is also consistently cited as a base 7, suggesting it functions as a significant operational or administrative center, possibly housing key network management or customer service divisions. The mention of Huntingwood (51 Huntingwood Dr) as the "Head Office" 16 might reflect a previous designation or another important operational facility. Additionally, Seven Hills, with a PO Box address of 811 9, is listed as a headquarters location, potentially serving as a mailing address or the location of a specific administrative unit. The presence of these multiple significant locations within the Greater Western Sydney area aligns with the company's operational focus on this region. Parramatta's prominence as the most frequently mentioned and specifically addressed location indicates its role as the central administrative command. Other locations likely host essential functions related to the extensive electricity distribution network, customer interactions, or historical administrative roles. This multi-site operational model allows Endeavor Energy to effectively manage its vast network and serve its widespread customer base across diverse geographical areas.
  + Detailed Breakdown of Geographical Areas Served:  
    Endeavor Energy's operational footprint covers a substantial area of New South Wales, primarily encompassing Greater Western Sydney, the Blue Mountains, the Southern Highlands, Illawarra, and the South Coast 5. This extensive service area includes a diverse mix of urban and regional environments, ranging from the densely populated suburbs of Western Sydney to the more rural and geographically challenging terrains of the Blue Mountains and the South Coast. Providing a more granular view19 lists the specific local councils within Endeavor Energy's franchise area, offering a detailed understanding of the communities and regions served. This includes major urban centers like Blacktown, Parramatta, and Penrith, as well as regional areas such as Kiama, Lithgow, and the Southern Highlands. The breadth of this geographical coverage underscores the significant responsibility Endeavor Energy holds in delivering essential electricity services to a large and diverse population. The inclusion of areas like the Blue Mountains, characterized by "challenging topography" and dense vegetation 13, highlights the operational complexities involved and the necessity for specialized infrastructure and maintenance strategies to ensure reliable power supply across the entire service area.
  + Comprehensive Description of Primary Business Activities:  
    The fundamental business activity of Endeavor Energy is the distribution of electricity across its designated service area 5. This core function involves a wide range of activities, including owning, developing, operating, and meticulously maintaining an extensive network of electricity distribution assets, such as power poles, overhead and underground wires, and various types of substations 13. Endeavor Energy's role is to transport electricity from the high-voltage transmission network, which receives power from generation sources, to the end consumers, including residential, commercial, and industrial customers 20. In response to the evolving energy landscape, Endeavor Energy is actively transitioning from a traditional "poles and wires" business model to that of a "distributed system operator" 13. This involves increasingly integrating distributed renewable energy sources, such as rooftop solar photovoltaic systems and battery storage, into the grid. The company facilitates the connection of new customers to the network and manages the growing bidirectional flow of electricity as more customers generate their own power 13. Additionally, Endeavor Energy undertakes essential activities like regular tree trimming around power lines to ensure safety, manage bushfire risks in vulnerable areas, and prevent power outages caused by falling trees 13. The company is also responsible for the installation and maintenance of streetlights within its service area 13. This evolution to a distributed system operator reflects the broader transformation within the energy sector, where Endeavor Energy's responsibilities extend beyond simply delivering electricity from centralized power plants to actively managing a complex grid with increasing levels of decentralized generation and storage. This requires substantial technological upgrades, the implementation of smart grid solutions, and the adoption of new operational procedures to ensure the stability and reliability of the electricity supply.
* **2.3 Industry Positioning:**
  + Detailed Analysis of Industry Classification:  
    Endeavor Energy operates within the utilities sector, as classified under the North American Industry Classification System (NAICS) code 22 10. More specifically, it falls under the sub-sector of electric utilities 9, with a primary focus on the distribution of electricity. This places it within the broader "Energy sector" 21, which encompasses all industries related to energy production, distribution, and related services. Interestingly, Endeavor Energy's registration type with the Australian Skills Quality Authority (ASQA) is listed as "Enterprise - Government" 1. This classification as a Registered Training Organisation (RTO) of the "Enterprise - Government" type suggests that, despite its partial privatization, Endeavor Energy retains elements of its origin as a state-owned entity, particularly in its role in providing vocational training and skills development within the energy sector. This ongoing involvement in training highlights a commitment to workforce development within the public sector energy domain, potentially to meet the specific needs of the electricity distribution industry in NSW or for its own workforce, reflecting a long-term perspective that extends beyond immediate commercial objectives.
  + Strategic Role in the Australian Energy Market:  
    Endeavor Energy plays a strategically significant role in the Australian energy market as a licensed Distribution Network Service Provider (DNSP) within the National Electricity Market (NEM) 14. Its primary function as an infrastructure provider is crucial for delivering electricity to a region experiencing substantial economic growth 12, making the reliability and efficiency of its operations paramount. The company is at the forefront of the energy transition, actively involved in integrating traditional energy sources with an increasing amount of renewable energy generation, including solar and wind power 13. Endeavor Energy's operations are governed by a complex regulatory framework, encompassing both national regulations such as the National Electricity Law (NEL) and the National Electricity Rules (NER), as well as state-specific legislation like the NSW Electricity Supply Act 1995 13. The company's performance in providing electricity services is also subject to benchmarking against other electricity distribution companies operating within Australia 14. Given its essential service nature and its role in facilitating the uptake of renewable energy technologies, Endeavor Energy's operations are closely monitored by various regulatory bodies and a wide range of stakeholders, including consumers, businesses, and environmental groups. Its strategic initiatives and investments are critical for ensuring a secure, reliable, and increasingly sustainable electricity supply for the communities it serves, directly contributing to the broader goals of Australia's energy policy and climate change objectives.

**3. Ownership and Financial Overview:**

* 3.1 Ownership Structure and Implications:  
  Endeavor Energy operates under a public-private partnership model. The majority ownership, 50.4%, is held by an Australian-led consortium of long-term investors in the private sector 5. This consortium is led by Macquarie Infrastructure and Real Assets (MIRA) and includes significant investments from AMP Capital, British Columbia Investment Management Corporation, and Qatar Investment Authority 5. The remaining substantial stake of 49.6% is retained by the State of NSW 5, reflecting the government's ongoing interest in this essential infrastructure. A recent transaction involved REST, an Australian superannuation fund, selling its 12.6% stake in Endeavor Energy to a fund managed by Macquarie Asset Management 22. This indicates a consolidation of private ownership within the consortium, further strengthening Macquarie's influence. Importantly, Endeavor Energy Australia is structured as a private partnership 5 and its shares are not traded on any public stock exchange. This public-private partnership model represents a strategic balance between leveraging the efficiency and investment capabilities of the private sector and upholding the public interest and essential service obligations of the government. The long-term lease agreement, reportedly for 99 years 13, provides the private consortium with a significant operational horizon, encouraging long-term investment and strategic planning for the network's future. The continued substantial stake held by the NSW Government ensures a level of public oversight and the alignment of the company's operations with the state's broader energy policies and priorities. The internal changes within the private consortium, such as REST's divestment and Macquarie's increased holding, could reflect strategic realignments or evolving investment priorities among the involved financial institutions.
* **3.2 Comprehensive Analysis of Financial Performance:**
  + Detailed Revenue Data and Trends:  
    While one source indicates an annual revenue of $750 million as of December 2024 for Endeavour Energy (NSW) 10, this figure might represent a specific segment or an interim report. A more comprehensive and authoritative view of the company's financial scale is provided by the Australian Energy Regulator (AER). For the regulatory control period spanning 2024 to 2029, the AER's final decision allows Endeavour Energy to recover a total revenue of $5,710.4 million on a nominal, smoothed basis over the five-year period 23. This translates to an average annual revenue exceeding $1.1 billion. Furthermore, Endeavor Energy's revenue requirement, as proposed and reviewed by the AER, shows an increasing trend, rising from $4.68 billion for the 2019-2024 period to $5.14 billion for the subsequent 2024-2029 period 24. This upward trajectory likely reflects factors such as the expansion of the network to serve a growing population, the significant investments required for upgrading infrastructure to support the energy transition, and potential increases in operational costs. The substantial difference between the $750 million figure and the multi-billion dollar revenue allowance approved by the AER suggests that the former might be an incomplete or outdated metric. The AER's regulatory oversight provides a more reliable and comprehensive understanding of Endeavor Energy's overall financial framework and projected revenue streams. The increasing revenue requirement underscores the significant financial resources involved in maintaining and developing a large-scale electricity distribution network in a dynamic and evolving energy landscape.
  + Market Capitalization Irrelevance:  
    It is crucial to clarify that Endeavor Energy Australia, being a privately held partnership, does not have a publicly traded market capitalization 9. Any figures pertaining to market capitalization found in sources such as25, and29 refer to the Endeavour Group (ASX: EDV), which is a separate entity operating in the consumer retail sector, primarily known for owning businesses like Dan Murphy's and BWS. This distinction is essential to avoid any confusion regarding the financial valuation and trading status of Endeavor Energy Australia.
  + Key Factors Influencing Growth and Financial Trajectory:  
    Several factors are expected to influence Endeavor Energy's growth and financial trajectory in the coming years. Projections indicate an anticipated escalation in labor costs through to the 2028/29 period 30, which will likely impact the company's operational expenses. Demonstrating a commitment to sustainability and potentially accessing favorable financing terms, Endeavor Energy secured a $1 billion sustainability-linked loan 31. The company anticipates a significant 7.9% growth in its customer base between 2024 and 2029 24, which will naturally lead to increased demand for its services and contribute to revenue growth. However, this growth and the necessary infrastructure upgrades might also lead to increased costs for consumers, with an average annual price increase of 9.8% projected for residential customers 24. The Australian Energy Regulator's final decision on the revenue allowance for the 2024-2029 period 23 acknowledges the need for substantial investment to cater to growing demand and address various economic challenges within the energy sector. Furthermore, the increasing number of customers requiring life support systems (a 7.6% increase reported) and the growing adoption of rooftop solar photovoltaic systems among customers 32 present both opportunities and challenges for network management and necessitate strategic infrastructure investments to ensure reliability and accommodate these evolving energy consumption patterns. These factors collectively shape a financial trajectory characterized by revenue and customer growth, but also by increasing operational and capital expenditure demands driven by the energy transition and the need to maintain and upgrade a critical infrastructure network.

**4. Leadership Structure and Key Personnel:**

* **4.1 Board of Directors: Expertise and Affiliations:** The Endeavor Energy Board of Directors is composed of individuals with extensive and diverse expertise relevant to the energy and infrastructure sectors 33. Cheryl Bart AO serves as the Independent Chair, bringing a wealth of experience in energy, renewables, infrastructure, and governance 33. Her leadership is complemented by directors like Kieran Zubrinich and David Baldwin, who represent the interests of the majority shareholder, Macquarie Infrastructure and Real Assets (MIRA), and possess deep expertise in infrastructure investment and management 33. Lincoln Webb represents the British Columbia Investment Management Corporation (BCI) and brings extensive experience in infrastructure and renewable resources investment 33. Trevor Danos AM and Claudia Bels provide valuable perspectives from their backgrounds in law, government advisory roles, risk management, and governance, reflecting the significant stake held by the NSW Government 33. Dr Marlene Kanga AO contributes her expertise in engineering and technology, which is particularly relevant to the operational aspects of an electricity distribution network 33. The diverse affiliations of the board members, spanning various industries and organizations, indicate a broad network and a comprehensive understanding of the wider business and regulatory landscape. This composition, balancing private and public sector interests with a strong foundation of relevant expertise, provides robust leadership and governance for Endeavor Energy as it navigates the complexities of the energy industry.

| **Name** | **Primary Expertise** | **Other Key Affiliations** |
| --- | --- | --- |
| Cheryl Bart AO | Energy, Renewables, Infrastructure, Governance | Chair of Tilt Renewables and TEDxSydney, Non-Executive Director of SG Fleet Ltd, Audio Pixels, Shaw of Australia, Moriah Foundation |
| Kieran Zubrinich | Infrastructure Investment, Energy, Transport, Communications | Head of Macquarie Australian Infrastructure Trust (MAIT), Director of various businesses in oil storage, rail, electricity distribution, communications |
| David Baldwin | Renewables, Utilities, Resources, Petrochemicals | Senior Managing Director, Global Head of Investment Performance at Macquarie Infrastructure and Real Assets, Director of IREN, Atmos Renewables Group, Atlas Arteria, Keolis Downer |
| David Bartholomew | Energy Utilities, Transportation, Industrial Sectors | Senior Managing Director, Global Head of Investment Performance at Macquarie Infrastructure and Real Assets (Note: Overlap with David Baldwin's affiliation suggests potential data error in source) |
| Lincoln Webb | Infrastructure & Renewable Resources Investment | Executive VP and Global Head, Infrastructure & Renewable Resources at BCI, Board member of Czech Gas Networks, Mosaic Timberlands, Viterra Inc. |
| Trevor Danos AM | Commercial Law, Company Directorship, Strategic Advising | Chairs Northern Sydney Local Health District, Aurora Energy, Electricity Retained Interest Corporation, NSW Treasury Social Investment Expert Advisory Group |
| Dr Marlene Kanga AO | Engineering, Technology, Oil & Gas | Board member of AirServices Australia, Standards Australia, Business Events Sydney, Director of iOmniscient Pty Ltd |
| Claudia Bels | Commercial Law, Governance, Risk Management, Finance | Chair of Australia & New Zealand Recycling Platform Ltd, Non-Executive Director of Electricity Retained Interest Corporation, Australian Settlements Ltd |

* **4.2 Executive Leadership Team: Roles and Experience:** The Executive Leadership Team at Endeavor Energy is responsible for the day-to-day management and strategic execution of the company's objectives. Guy Chalkley serves as the Chief Executive Officer, bringing extensive international experience in the energy industry and a strong focus on customer-centric approaches 33. Leanne Pickering holds the position of Chief Customer & Strategy Officer, leading the company's efforts in enhancing customer experience, shaping strategic direction, and driving innovation 33. Francoise Merit is the Chief Financial Officer, playing a pivotal role in transforming the company's financial operations and promoting sustainable financial practices 33. Melissa Irwin serves as the Chief Data, People & Sustainability Officer, emphasizing the importance of data-driven decision-making, organizational development, and sustainability initiatives across the company 33. Colin Crisafulli, as the General Manager of Future Grid & Asset Management, is instrumental in leading Endeavor Energy's transition towards a modern, digitally enabled grid capable of integrating diverse energy sources 33. Finally, David Campbell, the General Manager of Safety & Operations, is responsible for ensuring the safe and efficient operation of the network and maintaining high standards of safety across all activities 33. This team of experienced professionals, each with expertise in their respective domains, collectively guides Endeavor Energy through the evolving landscape of the energy sector, focusing on operational excellence, strategic growth, and a commitment to a sustainable energy future.

| **Name** | **Role** | **Key Areas of Expertise** |
| --- | --- | --- |
| Guy Chalkley | Chief Executive Officer | International Energy Industry Leadership, Financial Management, Operational Experience |
| Leanne Pickering | Chief Customer & Strategy Officer | Customer Experience, Strategy Development, Innovation, Corporate Affairs |
| Francoise Merit | Chief Financial Officer | Financial Transformation, Regulatory Protocols, Sustainability-Linked Finance |
| Melissa Irwin | Chief Data, People & Sustainability Officer | Data Analytics, Organizational Development, Workforce Planning, Sustainability |
| Colin Crisafulli | GM, Future Grid & Asset Management | Energy Planning, Asset Management, Energy Transition Policy, Network Regulation |
| David Campbell | GM, Safety & Operations | Safety Leadership, Operational Efficiency, Network System Operations, Emergency Response |

* **4.3 Other Key Management Roles and Their Significance:** While a current Chief Information Officer (CIO) is not explicitly identified in the provided materials, Andrew Bettenay previously held this role 35. The absence of a current named CIO might indicate a recent change in leadership or a restructuring of IT responsibilities within the executive team. Gijo Varghese serves as the Information Security Manager 36, a critical role responsible for safeguarding the company's essential infrastructure and data against cyber threats, particularly important in the context of critical national infrastructure. Similarly, a current Chief Technology Officer (CTO) is not explicitly mentioned; however, the responsibilities of this role may be encompassed within the portfolio of the General Manager, Future Grid & Asset Management, Colin Crisafulli, given his focus on technology and network modernization. Oversight of Compliance and Risk Management is a priority, with Claudia Bels, a Board Director and Chair of the Audit & Risk Committee, playing a key role 33. Operationally, a dedicated Corporate Governance, Risk and Assurance team manages these functions 39, ensuring adherence to the complex regulatory environment of the energy sector. Endeavor Energy's digital transformation efforts have been recognized, with Simon Lewis identified as the Data Lead who played a significant role in these initiatives 33, highlighting the company's focus on leveraging data for improved operations and customer service. Leading the Security Operations is Information Security Manager Gijo Varghese 36, who is also spearheading the development of a cyber defense and response center, underscoring the commitment to a robust security posture. Michael Caltabiano holds the position of Manager Technology Delivery and Head of Infrastructure 42, indicating his responsibility for the company's IT infrastructure management. For inquiries related to network systems administration, a specific contact is not provided, but Colin Crisafulli, as Manager Network Regulation 43, may be relevant for certain matters, and general inquiries can be directed to the provided phone number 44. Finally, procurement and vendor management are handled by a dedicated team, with key contacts including Albert Sunga, Verena Placanica, Justin Jensen, and Nicole Croak 44, and a general email address for procurement inquiries.

**5. Strategic Activities and Recent Developments:**

* 5.1 Proactive Engagement in Strategic Initiatives:  
  Endeavor Energy has demonstrated a proactive approach to strategic development through several recent initiatives. The company is pioneering the use of artificial intelligence (AI) technology to implement flexible solar exports 47. This innovative service aims to unlock greater renewable energy capacity, potentially lowering electricity bills for participating customers and reducing the overall reliance on traditional fossil fuel sources. Furthermore, in January 2025, Endeavor Energy formed a strategic alliance with Tokyo Electric Power Company (TEPCO) Power Grid 48. This collaboration seeks to accelerate the energy transition and address climate change by combining Endeavor Energy's expertise in distribution networks and renewable energy integration with TEPCO's advanced network management technologies and resilience design knowledge. The goal is to enhance network efficiency, improve resilience to climate change impacts, and promote the use of renewable energy to deliver greater value to customers. Additionally, Endeavor Energy has expanded its partnership with Edge Zero, a provider of low voltage network monitoring solutions, for the deployment of thousands more monitoring devices across its network 52. This investment will significantly enhance grid safety and reliability by providing real-time data on power flows, power quality, and potential faults, ultimately facilitating a more efficient connection of customer-sited distributed energy resources. These strategic activities underscore Endeavor Energy's commitment to embracing technological innovation, fostering collaborations with industry leaders, and proactively addressing the challenges and opportunities presented by the evolving energy landscape.
* 5.2 Historical Restructuring as a Foundation:  
  The current operational and ownership structure of Endeavor Energy is built upon a foundation of significant historical restructuring. The formation of Endeavor Energy in 2011 from the network assets of Integral Energy 5 was a pivotal moment, marking a strategic separation from the retail electricity business. Subsequently, the partial privatization in 2017 5, with the acquisition of a majority stake by a private consortium, represented another fundamental shift aimed at injecting private capital and management expertise into the organization. These historical events have shaped Endeavor Energy into its present form as a public-private partnership focused on electricity distribution and network management.
* 5.3 Important Distinction from Unrelated Entity:  
  It is critical to note that recent news regarding a merger between Diamondback Energy and Endeavor Energy Resources 53 pertains to a US-based oil and gas company. This entity is entirely distinct and unrelated to Endeavor Energy Australia, the subject of this report. This clarification is necessary to avoid any potential confusion arising from the similar name.

**6. Key Contact Information for Stakeholders:**

For various inquiries, Endeavor Energy provides the following contact points:

* **Procurement:** For matters related to tenders for ICT, corporate services, and professional services, contact Albert Sunga. For inventory, civil & construction, and network services tenders, reach out to Verena Placanica. For inventory-related items, contact Justin Jensen. General procurement inquiries can be directed to procurement@endeavourenergy.com.au. The Manager of Supply Chain is Nicole Croak 44.
* **Media:** For media inquiries, contact the Corporate Communications Team at CorporateComms@endeavourenergy.com.au or Peter Payne at 0409 664 608 or peter.payne@endeavourenergy.com.au 36.
* **General Enquiries:** For general inquiries, please call 133 718 44.
* **Emergency Assistance:** For emergency situations, dial 131 003 44.
* **Network Regulation:** For matters concerning network regulation, contact Colin Crisafulli, Manager Network Regulation 43.
* **Corporate and Government Affairs:** Written correspondence for corporate and government affairs can be sent to the Manager at PO Box 6366, Blacktown NSW 2148 55.
* **Recruitment:** For recruitment-related inquiries, please email recruitment@endeavourenergy.com.au 56.
* **TEPCO Power Grid (Alliance):** For inquiries related to the strategic alliance with TEPCO Power Grid, the contact number is (+81)3-6373-1111 51.

**7. Conclusion:**

Endeavor Energy Australia plays a pivotal role in the energy infrastructure of New South Wales, serving a substantial and expanding population across diverse geographical regions. Its journey from state-owned entities through significant restructuring to its current status as a public-private partnership reflects the evolving dynamics of the Australian energy market. The company is guided by an experienced and well-qualified leadership team, comprising a knowledgeable Board of Directors and a capable Executive Leadership Team, who are navigating the complexities of the energy transition and the increasing demand for reliable and sustainable electricity. Endeavor Energy's proactive engagement in strategic initiatives, including the adoption of innovative technologies and the formation of key partnerships, underscores its commitment to modernizing its network, enhancing its operational efficiency, and delivering value to its customers. As the energy landscape continues to transform, Endeavor Energy is strategically positioned to remain a key player in powering the future of New South Wales.

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