



# AEMO

INNOVATE Reconciliation Action Plan

June 2026 – June 2028

# Acknowledgement of Country



AEMO acknowledges the Traditional Custodians of the lands, seas and waters across Australia. We honour the wisdom of Aboriginal and Torres Strait Islander Elders past and present, and embrace future generations.


Our Innovate RAP considers Aboriginal and Torres Strait Islander peoples across Australia, recognising the wellbeing, cultural, and socio-economic factors influenced by the energy transition and the opportunities it creates.

We deeply appreciate and acknowledge the Aboriginal and Torres Strait Islander people who provided their time, knowledge and perspectives throughout the development of our Innovate Reconciliation Action Plan (RAP).

## Terminology

Wherever possible, AEMO uses the terms of Aboriginal and Torres Strait Islander peoples and First Nations, rather than Indigenous. In some instances, we will use the term Australia's First Peoples to acknowledge the unique position and rights Aboriginal and Torres Strait Islander peoples have in Australia.

We may use the term Indigenous when referring to Indigenous businesses or when referring to Indigenous peoples of the world, articulated in international instruments such as the United Nations Declaration on the Rights of Indigenous peoples.



## Aboriginal Artist and Graphic Designer - Lani Balzan

Lani Balzan is an Aboriginal artist and graphic designer specialising in designing Indigenous canvas art, graphic art, logo design, Reconciliation Action Plans and document design.

Lani is a proud Aboriginal woman from the Wiradjuri people of the three-river tribe. Her family originates from Mudgee but she grew up all over Australia and has lived in many different towns starting her business in Illawarra NSW and recently relocating to Mid-North Queensland.

In 2016 Lani was announced as the NAIDOC Poster Competition winner with her artwork "Songlines". This poster was used as the 2016 NAIDOC theme across the country.

Lani has been creating Aboriginal art since 2013 and has continued success across the country.

One of her biggest goals and aspirations with creating Aboriginal art is to develop a better connection to her culture and to continue to work towards reconciliation; bringing people and communities together to learn about the amazing culture we have here in Australia.

### "Journey of Unity: AEMO's Reconciliation Path"

As the artist, I approached this Aboriginal artwork with deep respect for the themes of reconciliation and cultural connection embodied by AEMO's journey. My intention was to visually narrate the story of AEMO's engagement with Aboriginal and Torres Strait Islander communities through symbolic elements rooted in my artistic connection with my culture.

The central Gathering symbol serves as the heart of the composition, representing the convergence of AEMO as a company with Aboriginal and Torres Strait Islander peoples. I rendered this circular symbol with signifying patterns and people symbols to convey a sense of community, where stories, experiences, and knowledge are shared and celebrated.

The flowing journey pathways emanating from the Gathering symbol depict individual and collective journeys towards cultural understanding and reconciliation. These pathways with footprints, adorned with intricate line patterns towards the bottom area of the artwork symbolising gas networks, highlight AEMO's role in facilitating energy access and reliability across diverse landscapes.

In the top left corner, I depicted the sun with vibrant waves of light, symbolising Australia's abundant energy resources and our collective dependence on renewable energy for a sustainable future.

The three circular symbols embodying AEMO's values—Character, Connection, and Commitment—are rendered with traditional motifs, underscoring the company's dedication to inclusivity and partnership.

Throughout the artwork, scattered leaves represent a deep connection to the land, emphasising the importance of Country and its life-giving properties in Aboriginal and Torres Strait Islander cultures.

The waved paths with white lines on the sides symbolise electricity networks, underscoring AEMO's critical role in powering communities nationwide. Beyond these paths lie depictions of the land, affirming the enduring connection to Country cherished by Aboriginal and Torres Strait Islander peoples.

The colour palette, inspired by AEMO's corporate identity, reflects our commitment to sustainability and progress. Vibrant purples and blues to create a harmonious visual narrative that celebrates diversity and unity.

In essence, this artwork is a testament to AEMO's ongoing journey towards reconciliation—a collaborative endeavour that honours Indigenous cultures, fosters mutual understanding, and paves the way for a brighter, more inclusive future.

#### Lani Balzan

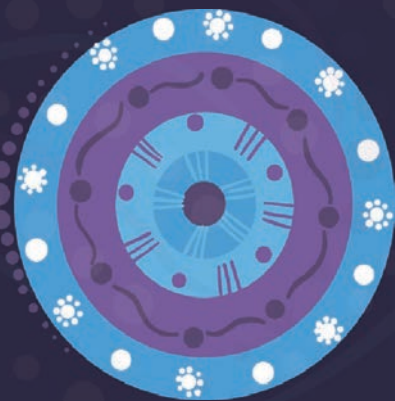
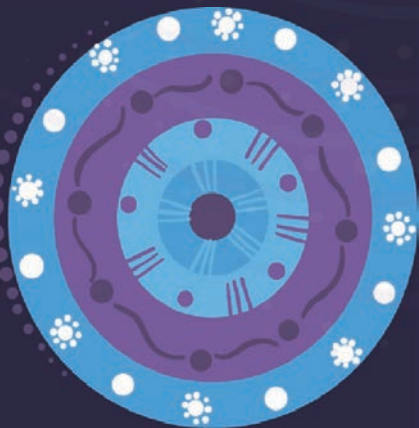
Wiradjuri Artist

Aboriginal Art by Lani



# Contents

A message from our CEO	5
Reconciliation Australia CEO Message	6
Our business	7
Our Reconciliation Journey	8
Our Reconciliation Action Plan	10
RAP Working Group (RWG) Members	11
Relationships	12
Respect	15
Opportunities	19
Governance	22



# A message from our CEO



I am proud to present the Australian Energy Market Operator's (AEMO's) Innovate Reconciliation Action Plan (RAP). This marks an important milestone in our reconciliation journey and reaffirms our ongoing commitment to meaningful engagement and partnership with Aboriginal and Torres Strait Islander peoples and communities across Australia.

As the independent energy systems and markets operator, and planner for the National Electricity Market, AEMO plays a critical role with a broad range of stakeholders to deliver secure, reliable and least-cost energy today, while enabling the energy transition in the best interest of all Australians.

We recognise that Australia's energy transformation will continue to impact Aboriginal and Torres Strait Islander peoples and Country in significant ways, creating both challenges and opportunities. Our responsibility is to support an equitable and inclusive transition that creates lasting benefits, including increased energy access, economic participation, and self-determination for First Nations peoples.

At AEMO, we are a purpose-led organisation with guiding values of 'character, connection and commitment'. These values underpin how we work, engage and collaborate with our stakeholders. Through our Innovate RAP, we extend these principles beyond our organisation, by strengthening partnerships that enable meaningful participation, equitable access, and shared benefit across all communities and regions.

Through the delivery of our Reflect RAP, we established the foundations of our reconciliation journey by building cultural awareness, capability, and trust across the organisation. We also learned a great deal. The Innovate RAP builds on that foundation by embedding reconciliation into the way we plan, operate, and collaborate across the energy industry. It reinforces our commitment to engaging transparently, listening deeply, and partnering with Aboriginal and Torres Strait Islander peoples to ensure their perspectives and aspirations inform Australia's energy future.

Our Innovate RAP considers the livelihoods of Aboriginal and Torres Strait Islander peoples across Australia, recognising how the energy sector can influence wellbeing, cultural connection, and socio-economic opportunity for Australia's First Peoples. By advancing this work, we aim to deliver positive and enduring impacts through the way we plan, develop, and manage Australia's energy systems.

Reconciliation requires sustained commitment, collaboration, and reflection. As we continue on this journey, our commitments will guide AEMO's leadership in building an energy future that is equitable, inclusive, and sustainable. By honouring Country, respecting culture, and empowering leadership, we will contribute to a more connected, resilient, and sustainable energy future for all Australians.

In solidarity,

**Daniel Westerman**  
Chief Executive Officer and Managing Director

# Reconciliation Australia

## CEO Message



Reconciliation Australia commends the Australian Energy Market Operator (AEMO) on the formal endorsement of its inaugural Innovate Reconciliation Action Plan (RAP).

Commencing an Innovate RAP is a crucial and rewarding period in an organisation's reconciliation journey. It is a time to build strong foundations and relationships, ensuring sustainable, thoughtful, and impactful RAP outcomes into the future.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement.

This Innovate RAP is both an opportunity and an invitation for AEMO to expand its understanding of its core strengths and deepen its relationship with its community, staff, and stakeholders.

By investigating and understanding the integral role it plays across its sphere of influence, AEMO will create dynamic reconciliation outcomes, supported by and aligned with its business objectives.

An Innovate RAP is the time to strengthen and develop the connections that form the lifeblood of all RAP commitments. The RAP program's framework of relationships, respect, and opportunities emphasises not only the importance of fostering consultation and collaboration with Aboriginal and Torres Strait Islander peoples and communities, but also empowering and enabling staff to contribute to this process, as well.

With over 5.5 million people now either working or studying in an organisation with a RAP, the program's potential for impact is greater than ever. AEMO is part of a strong network of more than 3,000 corporate, government, and not-for-profit organisations that have taken goodwill and intention, and transformed it into action.

Implementing an Innovate RAP signals AEMO's readiness to develop and strengthen relationships, engage staff and stakeholders in reconciliation, and pilot innovative strategies to ensure effective outcomes.

Getting these steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations AEMO on your Innovate RAP and I look forward to following your ongoing reconciliation journey.

**Karen Mundine**  
Chief Executive Officer  
Reconciliation Australia

# Our business

As the Australian Energy Market Operator, AEMO independently manages the day-to-day operation of Australia's energy systems and markets.

AEMO is a not-for-profit, independent market body with functions prescribed in national energy laws, rules and regulations.

We operate Australia's largest wholesale electricity and gas systems and markets, help plan the energy systems of the future, and support the delivery of new investment.

Our national workforce collaborates with industry, government, academia, and consumer and community groups to deliver secure, reliable energy at the lowest possible cost, and enable the energy transition in the interest of all Australians.

ASL is a subsidiary of AEMO, governed by an independent Board and established as a delivery partner for governments. Its purpose is to help bridge ambition and action, supporting partner governments in achieving their energy transition objectives. ASL was established to advance the energy interest of these governments and currently serves as the New South Wales Consumer Trustee, the tender delivery partner for the Australian Government's Capacity Investment Scheme (CIS), and the Firm Energy Reliability Mechanism (FERM) Scheme Administrator for South Australia.

This Innovate RAP applies across both AEMO and ASL, reflecting our shared purpose and commitment to reconciliation.

Australia's energy landscape is undergoing rapid transformation, evolving from reliance on coal generation to a future of new renewable generation and storage, including a critical role for consumer energy resources.

Positioned at the heart of this transition, AEMO has a unique opportunity to foster meaningful relationships with Aboriginal and Torres Strait Islander peoples and communities, and to create opportunities for participation, partnership and shared benefit throughout the energy transition.

AEMO's sphere of influence extends across Australia's energy sector. As a trusted advisor to industry and governments, our independent analysis, forecasting and technical insights inform planning, policy and investment in the infrastructure needed to meet current and future energy needs. Our influence extends to how we promote reconciliation, by modelling culturally respectful practices and encouraging reconciliation across the broader energy industry. By engaging our people, partners, suppliers and members in reconciliation efforts, we can help drive positive change beyond our own operations, supporting greater inclusion and equity across Australia's energy future.

We recognise both the challenges and the opportunities that reconciliation presents and are committed to playing our part in driving positive change. Our Innovate RAP aligns with AEMO's Corporate Plan, Diversity, Equity and Inclusion (DE&I) strategy, and broader organisational values. It outlines practical actions that will guide our contribution to reconciliation, both within our organisation and in the communities where we operate.

## Our people:

Through the delivery of our DE&I Strategy, AEMO has demonstrated a strong commitment to building a workforce that represents the community in which it serves. We are proud of the considerable progress that has been made in creating a workplace that is safe, respectful and highly inclusive so that the full potential of all our employees is unlocked.

Our organisation employs around 1,800 permanent employees, including engineers, scientists, economists and digital specialists, in addition to corporate support.

In our 2025 annual employee survey, 0.7% of survey respondents identified as Aboriginal and/or Torres Strait Islander people.

Further to our commitment in our DE&I Strategy (2023-2026), we have expanded our recruitment efforts with the development of our inaugural AEMO First Nations Employment Strategy. The strategy will help ensure that we are approaching the job market in a culturally inclusive way, and providing genuine career and employment pathways for Aboriginal and Torres Strait Islander people across our organisation.

## Our operations:

Our offices are located at:

- ⇒ Boorlo (Perth), the traditional Country of the Whadjuk Noongar peoples
- ⇒ Meanjin (Brisbane), the traditional Country of the Jagera and Turrbal peoples
- ⇒ Naarm (Melbourne), the traditional Country of the Wurundjeri peoples of the Kulin Nation
- ⇒ Nipaluna (Hobart), the traditional Country of the Muwinina and Palawa peoples
- ⇒ Norwest, the traditional lands of the Darug Nation
- ⇒ Tarntanya (Adelaide), the traditional Country of the Kaurna peoples, and
- ⇒ Warrane (Sydney), the traditional Country of the Gadigal peoples of the Eora Nation.

We are proud to provide a hybrid and flexible work environment, giving employees the choice to live and work on Country beyond our office locations. We recognise that, wherever our people are based, their work takes place on Aboriginal and Torres Strait Islander lands.



# Our Reconciliation Journey

**We are honoured to have played a role in, and actively contributed to, a range of initiatives throughout our reconciliation journey so far.**

AEMO acknowledges the importance of reconciliation and remains committed to strengthening relationships, respect, and opportunities with Aboriginal and Torres Strait Islander peoples.

In 2024, we launched our inaugural Reflect RAP, developed in partnership with yamagigu (formerly PwC Indigenous Consulting) and Wiradjuri artist Lani Balzan. This plan established a clear framework for how we honour First Nations cultures, histories, and rights, and outlined practical steps to increase cultural understanding across our organisation.

Through the Reflect RAP, we increased internal cultural capability, built stronger relationships with First Nations stakeholders, and created opportunities for economic inclusion. Our participation in National Reconciliation Week and engagement with First Nations businesses raised awareness across the organisation and reinforced our commitment to supporting First Nations economic development.

Our journey with our Reflect RAP also established consistent standards and protocols for engaging with Traditional Custodians and First Nations businesses. This included collaboration with cultural learning providers such as BlackCard and Evolve Communities, and ongoing review of procurement practices to increase spend with First Nations

suppliers. These measures have strengthened the way AEMO approaches cultural engagement and ensures that reconciliation principles are applied consistently across our operations. We have also begun the journey of reviewing our supplier diversity practices, and have consciously made the switch to using a range of First Nations brands, such as Mandura (company supplies) and other businesses registered on Supply Nation.

Our Reflect RAP also contributed to a more culturally aware workforce, with growing staff participation in reconciliation-focused learning and events. It encouraged reflection, accountability, and the integration of Aboriginal and Torres Strait Islander perspectives into our work.

Building on this foundation, our new Innovate RAP, developed again in partnership with yamagigu (Indigenous Consulting), will guide the next phase of our reconciliation journey. This plan focuses on embedding reconciliation more strategically across our business, increasing First Nations participation in the energy sector, and ensuring cultural considerations are incorporated into major energy transition projects.

Our ongoing commitment is to contribute to a more inclusive, equitable, and sustainable energy future for all Australians. As a delivery partner to governments on energy infrastructure investment programs, ASL brings First Nations perspectives into program design, assessment, and delivery – see page 9 for details on the Capacity Investment Scheme (CIS) that was developed in collaboration with the Australian Government Department of Climate Change, Energy, the Environment and Water (DCCEEW) and guided by ongoing engagement with First Nations leaders.





## Capacity Investment Scheme case study (ASL)

### Embedding First Nations perspectives in tender design and delivery

At the request of the Australian Government Department of Climate Change, Energy, the Environment and Water (DCCEEW), throughout 2024-25, ASL has strengthened its approach to embedding First Nations perspectives in the delivery of the Capacity Investment Scheme (CIS). This work has focused on ensuring First Nations voices meaningfully influence how renewable energy projects are designed, assessed, and delivered.

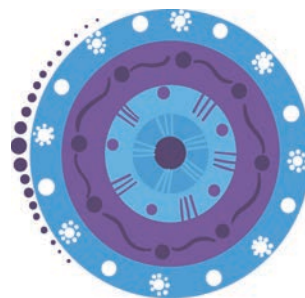
ASL supported DCCEEW to convene a First Nations Roundtable in August 2024. The Roundtable brought together leaders and representatives from First Nations organisations, communities, and energy sector contributors to provide feedback on CIS tender design. The insights gathered helped shape key elements of the CIS tender merit criteria, including the introduction of a standalone First Nations merit criterion to better recognise cultural knowledge, land stewardship, and the economic aspirations of First Nations communities.

As requested by DCCEEW, ASL also established a dedicated First Nations Tender Assessment Committee (TAC), ensuring First Nations perspectives are embedded throughout the tender evaluation process. The TAC plays a key role in providing independent cultural oversight and ensuring assessment decisions reflect First Nations values, priorities, and lived experience.

This work has been supported by ongoing engagement with First Nations leaders and experts, who continue to guide ASL's approach. Their perspectives are helping shape the development of future tenders, ongoing delivery processes, and capability uplift across the organisation.

Looking ahead, ASL is continuing to build on this foundation through a series of forward-facing initiatives. This includes establishing a First Nations preferred supplier panel and appointing a First Nations consultancy to support uplift of tender collateral to ensure cultural integrity in future documentation. ASL is also exploring mechanisms to enable First Nations equity participation in renewable energy projects, providing input into the design by DCCEEW of a First Nations set-aside tender under the CIS program for delivery in 2026, and continuing collaborative First Nations engagement and capacity-building initiatives under the New South Wales Roadmap.

Through this work, ASL is taking deliberate steps to build enduring relationships, strengthen cultural responsiveness, and create pathways for meaningful, equitable participation of First Nations peoples in the transition to a clean energy future.



# Our Reconciliation Action Plan

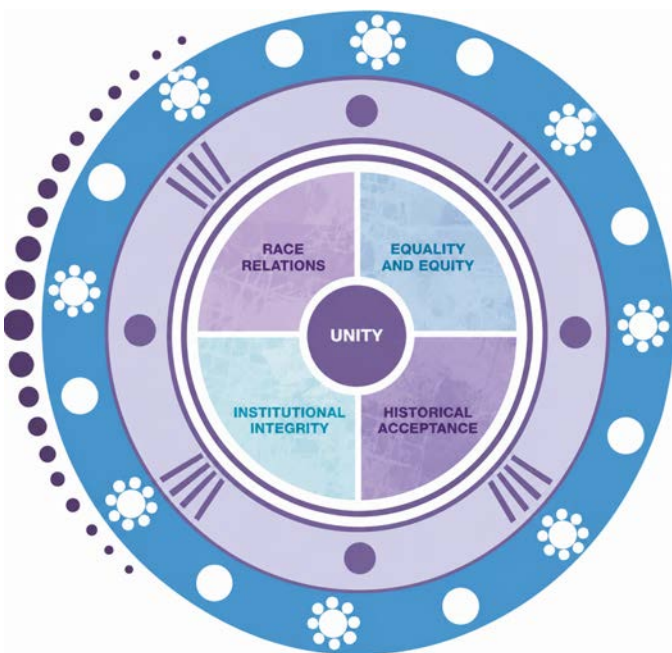


## Vision for Reconciliation

**Enabling Australia’s energy transition, in genuine partnership with First Nations peoples, by creating inclusive access, meaningful opportunity, and enduring outcomes that are culturally grounded, respecting of culture and Country.**

Our reconciliation vision guides the intent and focus of this Innovate RAP. This Innovate RAP outlines the practical steps we will take to realise this vision and further embed reconciliation into the way we operate, lead, and deliver on our purpose across Australia’s energy markets.

We are uniquely positioned to contribute to a more inclusive and equitable energy future for First Nations peoples. We recognise that reconciliation is fundamental to achieving this, and we are committed to delivering outcomes that build respect, strengthen relationships, and create opportunities for Aboriginal and Torres Strait Islander peoples, both within our organisations and across the broader energy sector. Our approach to reconciliation is guided by the five dimensions defined by Reconciliation Australia:



We are committed to strengthening race relations through genuine partnership and engagement with First Nations communities. This includes supporting collaboration with Traditional Custodians on projects that impact Country, incorporating cultural knowledge into our planning and operational practices, and partnering with Aboriginal and Torres Strait Islander businesses to support local, on Country participation in the energy transition.

Advancing equality and equity is central to how we support our people and partners. We are focused on increasing First Nations participation in our workforce through targeted employment pathways, professional development, and mentoring opportunities. Our people continue to build cultural capability through ongoing learning and engagement, ensuring our workplace is inclusive, respectful, and culturally informed. By broadening First Nations procurement and supporting economic participation across the energy supply chain, we aim to deliver tangible, long-term benefits for First Nations peoples and communities.

We also uphold institutional integrity, unity, and historical acceptance by embedding reconciliation into our organisational systems, leadership, and governance. Our people play a key role in driving this change; fostering inclusion, demonstrating cultural respect, and ensuring reconciliation principles are reflected in how we plan, operate, and deliver energy services.

We acknowledge the histories and continuing connection of Aboriginal and Torres Strait Islander peoples to land, waters, and Country. Through accountable leadership, transparent reporting, and collaboration across the energy industry, we are working to create a more unified, culturally respectful, and equitable energy future in Australia.

# RAP Working Group (RWG)

## Members

### **Glenn Jackson**

Working Group Executive Sponsor  
People & Culture, AEMO  
Meanjin (Brisbane) / Naarm (Melbourne)

### **Jodana Anglesey**

Working Group Chair  
Social Value & Engagement, ASL  
Meanjin (Brisbane)

### **Anja Keyes**

Working Group Deputy Chair  
Finance & Governance, AEMO  
Naarm (Melbourne)

### **Kate Pollock**

RAP Implementation Lead  
People & Culture, AEMO  
Naarm (Melbourne)

### **Maddison Demmler**

People & Culture, AEMO  
Naarm (Melbourne)

### **Janet Holling**

Digital, AEMO  
Naarm (Melbourne)

### **Josh Johnson**

Social Value & Engagement, ASL  
Warrane (Sydney)

### **Catie Low**

Policy & Corporate Affairs, AEMO  
Naarm (Melbourne)

### **Kerri Major**

Policy and Corporate Affairs, AEMO  
Naarm (Melbourne)

### **Rebecca Pedlow-Collins**

Western Australia and Strategy, AEMO  
Boorloo (Perth)

### **Luke Robinson**

Operations, AEMO  
Naarm (Melbourne)

### **Riste Tomeski**

Business Operations, ASL  
Warrane (Sydney)

### **Laura van der Hucht**

System Design, AEMO  
Tarntanya (Adelaide)

### **Kate Wilkinson**

Pitta Pitta and Maiawali/Karuwali woman  
People & Culture, AEMO  
Meanjin (Brisbane)

### **Heath Kantor**

Policy & Corporate Affairs, AEMO  
Naarm (Melbourne)



## Relationships

Our commitment to fostering meaningful relationships

We are committed to fostering meaningful relationships with Aboriginal and Torres Strait Islander peoples and organisations to learn from and apply approaches that support inclusive access, meaningful opportunity, and enduring outcomes in the energy sector – outcomes that are culturally grounded and reflect genuine partnerships that respect culture and Country, as we support Australia’s energy transition together.



Action	Deliverable	Timeline	Responsibility
1. Establish and maintain mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.	1.1 Continue to engage with local Aboriginal and Torres Strait Islander stakeholders and organisations, supporting culturally appropriate, two-way engagement and build long-term, trusted relationships.	Ongoing to June 2028	Executive General Manager Policy & Corporate Affairs GM Stakeholder Engagement
	1.2 Review and maintain our existing engagement plan for ongoing consultation with Aboriginal and Torres Strait Islander stakeholders and organisations, by leveraging existing Committees, Reference or Advisory Groups.	June 2027	Executive General Manager Policy & Corporate Affairs GM Stakeholder Engagement
	1.3 Promote and encourage meaningful partnerships with Traditional Custodians and Aboriginal and Torres Strait Islander peoples through our programs, stakeholder engagement and broader industry networks.	June 2027	AEMO CEO ASL CEO Executive General Manager Policy & Corporate Affairs GM Stakeholder Engagement
2. Build relationships through celebrating National Reconciliation Week (NRW).	2.1 Continue to promote and distribute Reconciliation Australia's NRW resources and reconciliation materials out to our employees.	June 2027 and 2028	Executive Sponsor (RAP Champion) GM Strategic Communications
	2.2 RWG members to participate in local external NRW events and share learnings back with broader organisation.	27 May - 3 June, 2027 and 2028	Executive Sponsor (RAP Champion) All RWG members
	2.3 Executive Leadership Team to encourage and support employees to participate in internal and local external community events to celebrate NRW.	27 May - 3 June, 2027 and 2028	AEMO CEO ASL CEO All Executive General Managers
	2.4 Annually collaborate with energy agencies and industry partners to co-host educational sessions and events featuring First Nations stakeholders for NRW.	27 May - 3 June, 2027 and 2028	AEMO CEO ASL CEO Executive Sponsor (RAP Champion) GM Stakeholder Engagement
	2.5 Register all our NRW events on Reconciliation Australia's NRW website and promote internally for our employees.	May 2027 and 2028	Executive Sponsor (RAP Champion) GM Strategic Communications
	2.6 Continue to incorporate NRW events into our broader DE&I program to ensure First Nations cultural days of significance are recognised and promoted through existing communication and engagement channels, including annual employee forums.	February 2027 and 2028	Executive Sponsor (RAP Champion) GM Organisational Development

Action	Deliverable	Timeline	Responsibility
3. Promote reconciliation through our sphere of influence.	3.1 Actively engage employees in reconciliation efforts through education, employee resource groups, volunteering opportunities and partnerships.	Ongoing to June 2028	Executive General Manager People & Culture GM Organisational Development
	3.2 Showcase our commitment to reconciliation publicly through our social media and publications.	July 2026 and 2027	Executive General Manager Policy & Corporate Affairs GM Strategic Communications
	3.3 Explore opportunities to collaborate with external stakeholders to advance First Nations employment and community initiatives, helping to strengthen reconciliation outcomes across the sector.	February 2027	Executive General Manager Policy & Corporate Affairs GM Stakeholder Engagement
	3.4 Actively participate in industry forums and community events to champion reconciliation and amplify our influence across the energy sector.	Ongoing until June 2028	Executive General Manager Policy & Corporate Affairs Executive Sponsor (RAP Champion) GM Stakeholder Management
4. Promote positive race relations through anti-discrimination strategies.	4.1 Periodically review HR policies and procedures, ensuring broader business policy alignment, to identify existing anti-discrimination provisions, and future needs.	December 2026 and 2027	Executive General Manager People & Culture Manager Workplace Relations & Planning
	4.2 Involve First Nations leaders and culturally diverse representatives in regular policy reviews and HR processes to ensure anti-discrimination efforts are informed, inclusive and effective.	December 2026 and 2027	Executive General Manager People & Culture Manager Workplace Relations & Planning
	4.3 Enhance and roll-out comprehensive anti-racism and cultural awareness training to all employees ensuring content is relevant to both First Nations and broader diversity contexts.	December 2026	Executive General Manager People & Culture GM Organisational Development
	4.4 Establish clear mechanisms for reporting and addressing discrimination, including leader-driven advocacy and support for employees calling out discriminatory behaviours, to foster a safe and inclusive workplace culture.	December 2026	AEMO CEO ASL CEO Executive General Manager People & Culture Manager Workplace Relations & Planning



## Respect

Our commitment to learning and demonstrating respect for Aboriginal and Torres Strait Islander peoples

We are committed to continually developing cultural understanding across AEMO to embed a deep respect and appreciation for Aboriginal and Torres Strait Islander peoples, cultures, and histories to foster respect and enhance awareness across our locations and with the diverse stakeholders involved in Australia's energy sector.



Action	Deliverable	Timeline	Responsibility
5. Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	5.1 Conduct a comprehensive review of organisational cultural learning needs annually.	July 2026 and 2027	Executive General Manager People & Culture GM Organisational Development
	5.2 Continue to partner with Traditional Custodians and/or Aboriginal and Torres Strait Islander advisors to review and update the existing Cultural Learning Strategy.	Ongoing to June 2028	Executive General Manager People & Culture GM Organisational Development
	5.3 Mandate learning modules (as part of our Cultural Learning Strategy) for all new employees, embedding them in both onboarding and ongoing professional development to strengthen understanding and respect for Aboriginal and Torres Strait Islander cultures.	Ongoing to June 2028	Executive General Manager People & Culture GM Organisational Development
	5.4 Create opportunities for authentic engagement and learning, such as storytelling sessions, mentoring programs, and regular education on First Nations history and significance of the land where our offices are located.	Ongoing to June 2028	Executive General Manager People & Culture GM Organisational Development
	5.5 Actively promote significant First Nations cultural events, encourage employee use of volunteer leave for First Nations activities to visibly recognise and celebrate culture throughout the organisation.	Ongoing to June 2028	Executive General Manager People & Culture GM Organisational Development
6. Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	6.1 Facilitate in-person and virtual educational/awareness sessions on the importance and significance of cultural Protocols, including Acknowledgement of Country and Welcome to Country.	Ongoing to June 2028	Executive General Manager People & Culture GM Organisational Development
	6.2 Co-design all cultural protocol observance and engagement initiatives with First Nations partners to ensure authenticity, cultural safety, and meaningful involvement.	February 2027	Executive General Manager People & Culture GM Organisational Development
	6.3 Continue to invite local Traditional Custodians or land council representatives to provide a Welcome to Country or other appropriate cultural protocol at significant events each year.	Ongoing to June 2028	AEMO CEO ASL CEO Executive General Manager People & Culture GM Organisational Development
	6.4 Include an Acknowledgement of Country or other appropriate protocols at the commencement of important meetings and encourage personalisation and placed-based relevance.	Ongoing to June 2028	All Executive General Managers
	6.5 Provide an inclusive language guide through our intranet for all employees.	December 2026	Executive General Manager Policy & Corporate Affairs GM Strategic Communications

Action	Deliverable	Timeline	Responsibility
7. Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	7.1 RWG members to continue to participate in an external NAIDOC Week event.	First week in July 2026 and 2027	Executive Sponsor (RAP Champion) All RWG members
	7.2 Remove barriers to employee participation in NAIDOC Week by reviewing HR policies such as flexible work arrangements, use of cultural leave, and volunteer opportunities.	July 2026 and 2027	Executive General Manager People & Culture GM Organisational Development
	7.3 Promote and facilitate volunteering activities linked to NAIDOC Week, enabling employees to use volunteering leave for both NAIDOC events and ongoing cultural projects and initiatives.	First week in July 2026 and 2027	Executive General Manager People & Culture GM Organisational Development
	7.4 Continue to regularly share First Nations voices and stories through internal communications and partnering with First Nations organisations to deliver immersive learning experiences during NAIDOC Week and year-round.	July and December 2026 and 2027	Executive General Manager Policy & Corporate Affairs GM Strategic Communications
8. Support First Nations cultural safety by embedding cultural elements into everyday operations at AEMO and ASL.	8.1 In consultation with Traditional Custodians, explore option to update office facilities (meeting rooms etc.) to reflect First Nations cultural names and locations.	Ongoing to June 2028	Executive General Manager People & Culture GM Organisational Development
	8.2 Continue to integrate First Nations RAP artwork into communications (email signatures, publications etc.), and branded AEMO merchandise to increase everyday visibility and recognition of Aboriginal and Torres Strait Islander cultures.	Ongoing to June 2028	Executive General Manager Policy & Corporate Affairs GM Strategic Communications



## Cultural capability case study (AEMO and ASL)

### Building cultural capability through partnerships with BlackCard and Evolve Communities

We are committed to strengthening cultural capability across our workforce to ensure our people are informed, respectful, and confident in engaging with Aboriginal and Torres Strait Islander peoples, cultures, and perspectives. To support this commitment, we have partnered with **BlackCard** and **Evolve Communities**, two leading First Nations training providers that deliver culturally informed learning experiences for Australian organisations.

**BlackCard**, a 100% Aboriginal-owned business, delivers cultural capability training grounded in Aboriginal terms of reference; promoting respect, relationships, and responsibility as the foundation for meaningful engagement. Their programs are designed to shift thinking and embed cultural intelligence into how individuals and organisations work, lead, and make decisions.

**Evolve Communities**, co-founded by Aboriginal Elder Aunty Munya Andrews and non-Indigenous ally Carla Rogers, provides evidence-based cultural awareness training that promotes allyship, inclusion, and reconciliation in the workplace. Their approach encourages open and respectful dialogue, helping participants build confidence in engaging with First Nations peoples and cultures.

Through these partnerships, face to face training was delivered to AEMO's Board of Directors, Executive and senior leadership teams, RAP Working Group and DE&I Committee. An online learning module has also been made available to all employees, with over 400 people across multiple teams and locations completing this training in 2025. These learning opportunities are equipping our people with the knowledge and understanding required to engage respectfully, challenge bias, and contribute to a safe and inclusive organisational culture.

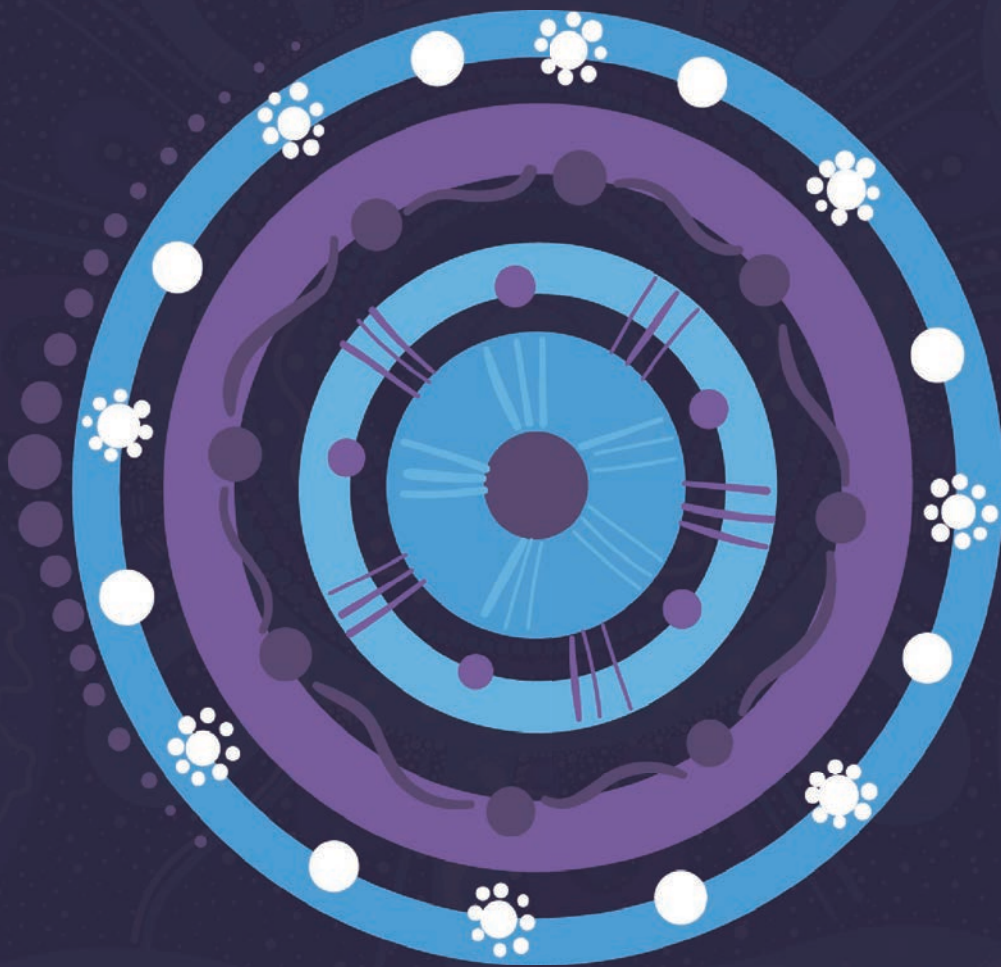
This learning initiative directly supports the Race Relations and Unity dimensions of reconciliation by strengthening understanding, respect, and collaboration between Aboriginal and Torres Strait Islander peoples and non-Indigenous Australians. It also reinforces our commitment to embedding reconciliation principles into our internal culture, ensuring our people are active participants in shaping a more inclusive and culturally aware energy sector.



## Opportunities

Our commitment to creating shared value opportunities to advance reconciliation

AEMO is committed to creating employment pathways and increasing procurement opportunities with Aboriginal and Torres Strait Islander people and businesses to support economic empowerment and long-term wellbeing. Through genuine partnerships, we aim to embed First Nations participation across our organisation and energy projects, contributing to a more inclusive energy future.



Action	Deliverable	Timeline	Responsibility
9. Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention, and professional development.	9.1 Build an understanding of the current Aboriginal and Torres Strait Islander workforce across the organisation to design culturally sensitive professional development programs and shape future First Nations employment pipeline opportunities.	December 2026	Executive General Manager People & Culture GM Organisational Development
	9.2 Enhance retention and professional development support by exploring the creation of dedicated First Nations roles, using the mPower mentoring program and facilitating secondments and professional networking opportunities.	February 2027	Executive General Manager People & Culture GM Organisational Development
	9.3 Launch and implement our First Nations Employment Strategy to better promote and support Aboriginal and Torres Strait Islander recruitment, retention and professional development across the business.	Ongoing to June 2028	Executive General Manager People & Culture GM Organisational Development
	9.4 Partner with First Nations recruitment agencies and talent organisations to advertise job vacancies to effectively attract and recruit Aboriginal and Torres Strait Islander candidates.	September 2026	Executive General Manager People & Culture GM HR Services
	9.5 Update HR and employment policies to include specific provisions such as First Nations leave (e.g. Sorry Business), and streamline processes for prospective First Nations employees, supporting a more inclusive employment ecosystem.	February 2027	Executive General Manager People & Culture GM HR Services Manager Workplace Relations & Planning
	9.6 Explore opportunities to develop and promote targeted First Nations intern and graduate programs to attract and support candidates.	December 2027	Executive General Manager People & Culture Manager Workplace Relations & Planning
10. Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.	10.1 Develop and implement an Aboriginal and Torres Strait Islander procurement strategy, by integrating First Nations supplier options directly into procurement workflows and templates.	February 2027	Executive General Manager Finance & Governance Manager Procurement Services
	10.2 Continue Supply Nation membership and explore other First Nations procurement platforms and promote these to relevant employees and contractors to access supplier database, resources and training.	February 2027	Executive General Manager Finance & Governance Manager Procurement Services
	10.3 Create and maintain an accessible list of First Nations suppliers for common procurement needs (such as catering and stationery) specific to each local office, and ensure this is visible across the organisation.	February 2027	Executive General Manager Finance & Governance Manager Procurement Services
	10.4 Enhance finance and procurement systems to accurately capture, track, and report on First Nations supplier engagement and spend, including regular internal communications to reinforce using correct codes and processes.	February 2027	Executive General Manager Finance & Governance Manager Procurement Services
	10.5 Explore supplier diversity and commercial relationships with Aboriginal and/or Torres Strait Islander businesses, by leveraging existing Committees, Reference and Advisory Groups.	February 2027	Executive General Manager Finance & Governance Manager Procurement Services
	10.6 Increase internal awareness and education by sharing success stories, publicising existing partnerships and featuring First Nations suppliers.	June 2027 and 2028	Executive General Manager Policy & Corporate Affairs GM Strategic Communications



## Supplier diversity case study

### Expanding supplier diversity through partnership with Mandura

As part of AEMO's and ASL's commitment to strengthening economic participation and supporting First Nations-led businesses, we have expanded our supplier diversity program to include procurement from Mandura, Australia's foremost Tier 1 First Nations workplace supplies company.

Since 2024, we have sourced a range of stationery and workplace supplies through Mandura, reinforcing our commitment to meaningful and sustainable engagement with First Nation suppliers. This partnership ensures that our procurement choices contribute directly to positive outcomes for Aboriginal and Torres Strait Islander peoples and communities.

By integrating [Mandura](#) into our supplier network, we are taking practical steps to advance reconciliation through procurement. This partnership supports the Equality and Equity and Institutional Integrity dimensions of reconciliation by embedding inclusive procurement practices into our organisational systems. It also reflects our commitment to aligning our purchasing decisions with our values, ensuring that the way we operate contributes to culturally grounded, community-led outcomes.

Through this ongoing partnership, we continue to build a supply chain that reflects our reconciliation vision: creating inclusive access, meaningful opportunity, and enduring outcomes that respect culture and Country.



## Governance

### Our reconciliation governance and reporting

At AEMO, reconciliation governance processes and structures are embedded as a part of our organisational leadership. We are committed to strong decision-making, accountability and reporting to ensure our reconciliation commitments are effectively delivered.



Action	Deliverable	Timeline	Responsibility
11. Establish and maintain an effective RWG to drive governance of the RAP.	11.1 Identify and maintain Aboriginal and Torres Strait Islander representation on the RWG through either internal participation and/or explore additional representation by partnering with external local First Nations business or organisation.	June 2026	Executive Sponsor (RAP Champion) RWG Chair
	11.2 Maintain Terms of Reference for the RWG.	Ongoing to June 2028	Executive Sponsor (RAP Champion) RWG Chair
	11.3 Meet at least six times per year to ensure alignment across the business of our RAP implementation and to ensure our people embed reconciliation as part of our day-to-day operations.	Ongoing to June 2028	Executive Sponsor (RAP Champion) RWG Chair
12. Provide appropriate support for effective implementation of RAP commitments.	12.1 Engage across the business to best define resource needs for RAP implementation.	July 2026	Executive Sponsor (RAP Champion) GM Organisational Development
	12.2 RWG to engage across the organisation to drive the delivery of RAP commitments.	Ongoing to June 2028	Executive Sponsor (RAP Champion) GM Organisational Development
	12.3 RWG to maintain appropriate systems to track, measure and report on RAP commitments.	Ongoing to June 2028	Executive Sponsor (RAP Champion) GM Organisational Development
	12.4 Maintain an internal Executive RAP Champion to drive organisation-wide implementation.	Ongoing to June 2028	AEMO CEO
13. Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	13.1 Contact Reconciliation Australia to verify that our primary and secondary contact details are up-to-date to ensure we do not miss out on important RAP correspondence.	June annually	RAP Implementation Lead
	13.2 Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September, annually	Executive General Manager People & Culture GM Organisational Development
	13.3 Executive Sponsor (RAP Champion) to report RAP progress to employees quarterly.	February, May, August, November 2026 & 2027	Executive Sponsor (RAP Champion) GM Strategic Communications
	13.4 Publicly report our RAP achievements, challenges and learnings, annually through our social media channels and publications.	Ongoing to June 2028	Executive General Manager Policy & Corporate Affairs GM Strategic Communications
	13.5 Investigate participating in Reconciliation Australia's biennial Workplace RAP Barometer.	April 2028	Executive Sponsor (RAP Champion) GM Organisational Development
	13.6 Submit a traffic light report to Reconciliation Australia at the conclusion of this RAP.	May 2028	Executive Sponsor (RAP Champion) GM Organisational Development
14. Continue our reconciliation journey by developing our next RAP.	14.1 Register via Reconciliation Australia's website to begin developing our next RAP.	June 2028	Executive Sponsor (RAP Champion) GM Organisational Development

## Contact us

If you would like further information about our commitment to reconciliation, please email the RAP Implementation Lead at [DiversityInclusion@aemo.com.au](mailto:DiversityInclusion@aemo.com.au)

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The photographs on pages 8 and 10 are of AEMO employees in our Melbourne office and were taken by Andrew Craig (Andrew Craig Photography).