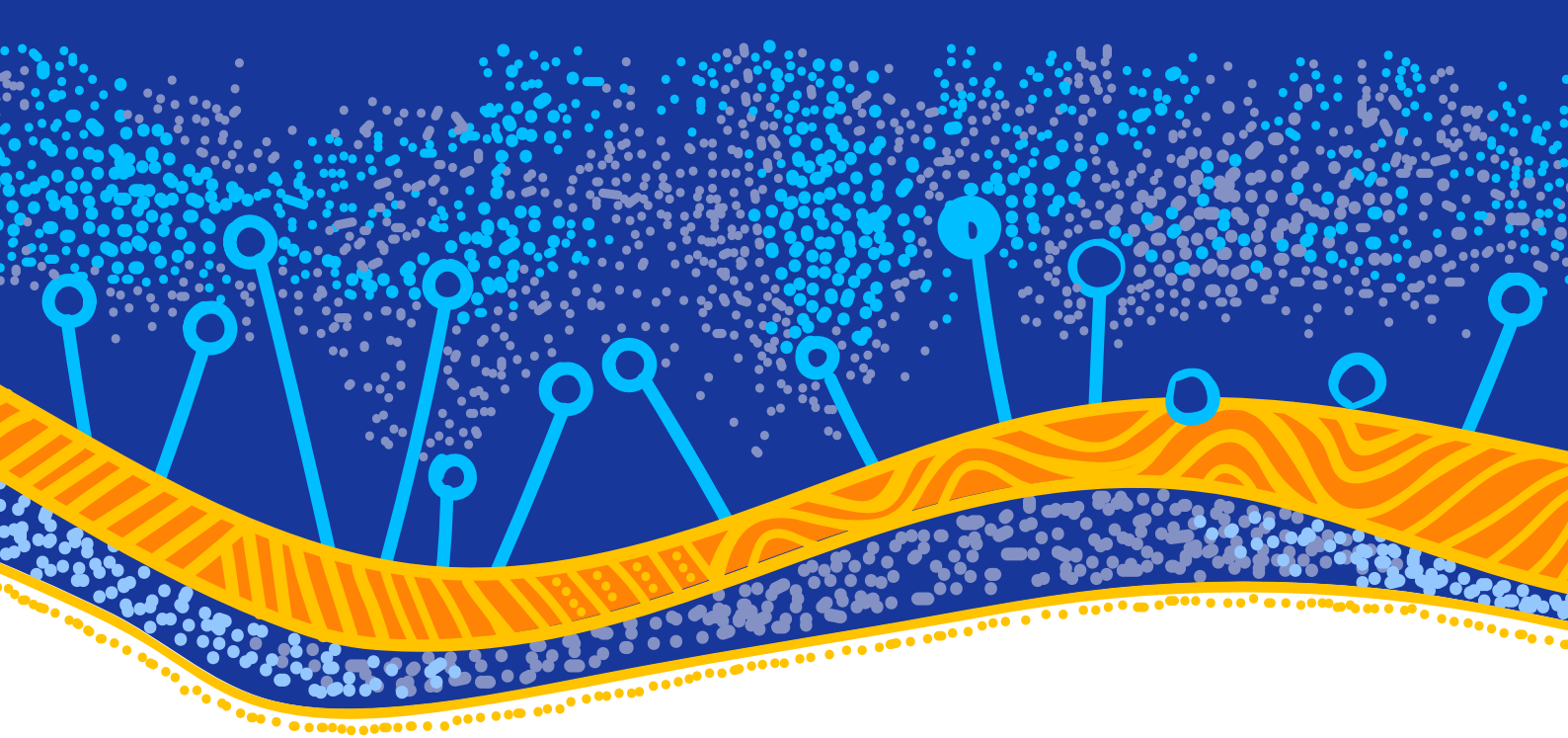


Corporate Plan



2026 **to** 2029





Acknowledgement of Country

The AEMC acknowledges and shows respect for the Traditional Custodians of the many different lands across Australia on which we live and work.

The AEMC office is located on the land of the Gadigal people of the Eora nation.

We pay respect to all Elders past and present, and to the enduring connection of Aboriginal and Torres Strait Islander peoples to Country.



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FOREWORD

The energy transition underpins the transformation to a net zero economy. This is a multi-decade endeavour; In Australia, we are global leaders in transforming the grid to operate with variable renewables and batteries, both large-scale and widely distributed customer-owned resources. Our most immediate challenge is the retirement of our remaining fleet of coal-fired power stations while maintaining an affordable, stable and secure power supply. We also have a pressing opportunity to provide clarity to support the changing role for gas.

For the AEMC, we as an organisation have been on our own transformation. The past four years have been a period of that has laid strong foundations for the future. Our 2021–25 Strategic Plan provided the direction and discipline to lift our performance, strengthen our culture, and demonstrate the impact of what we do best; delivering rules, reviews and reforms that shape the energy sector of the future.

We saw those organisational foundations tested and proven through the 2022 market suspension, when the AEMC played a steadying role during a time of unprecedented challenge for the energy system. We also saw them translate into measurable improvements in our performance, with a significant increase in throughput during 2024–25.

These results reflect not just greater efficiency in how we do what we do, but a more capable and confident organisation that delivers meaningful outcomes in the long-term interest of consumers.

Our progress has been recognised both externally and internally. Our most recent stakeholder engagement survey confirmed stronger confidence in our performance, collaboration and independence. Our employee engagement results showed a workforce that is more connected to purpose, clearer on our direction, and proud of the difference we make together.

As we mark the AEMC's 20th anniversary, we have the opportunity to reflect on how far we've come and recognise our opportunity and obligation to build on this success.



FOREWORD

We want to keep evolving and for the AEMC to be a strong, independent, expertly informed organisation delivering impactful and outcomes focused rule changes and reviews, and be recognised as an authoritative reform leader at the centre of Australia's energy transition.

The pace and scale of transformation across the energy sector demand that we continue to evolve; embracing new technologies, deepening our reform development capability, and strengthening our culture of innovation to have sustained impact.

This Corporate Plan sets our direction for the next three years. It defines the organisational and operational initiatives that will stretch us and position us to play our unique and critical role guiding the energy market's evolution toward a consumer-focused net zero energy system.



Anna Collyer
Chair

Australian Energy
Market Commission

Geoffrey Rutledge
Chief Executive

Australian Energy
Market Commission

INTRODUCTION



The AEMC Corporate Plan 2026–2029 sets out our direction for the next three years, guiding how we will continue to evolve as an organisation and deliver impact in a rapidly transforming energy sector.

This plan builds on the strong foundations we established through our previous strategic plan. The next phase is about maturity and momentum.

Embedding what works, scaling what delivers value, and deepening our technical, organisational and reform capability.

The plan sets a clear path for how we will:

- deliver rules, reviews and reforms that have measurable consumer, market and system impact;
- strengthen and leverage our critical expertise and use of data, technology and analysis;
- invest in our people, leadership and culture; and
- be a respected and relevant voice that leads the transformation of the energy sector.

Ultimately, this document is designed to guide us through the next phase of our organisational maturity, ensuring we continue to be productive, adaptive and trusted in how we deliver our work.

It defines the outcomes we will pursue and the initiatives that will help us achieve them to sustain our impact and performance.

As the energy system continues to evolve at pace, this plan ensures that the AEMC evolves with it, remaining focused, capable, and ready to meet the challenges and opportunities of the decade ahead.



WHAT WE DO



The AEMC is an independent statutory body that works for Australia's future productivity and living standards by contributing to a decarbonising, affordable and reliable energy system for consumers.

We make and amend national energy rules in response to requests from governments, industry, consumer groups and individuals. These rules apply to the National Electricity Market, gas markets, and related retail markets.

We complete reviews and provide strategic and operational advice to the Energy and Climate Change Ministerial Council (ECCMC) and other policymakers on how to improve the design of energy market arrangements to benefit consumers, consistent with the national energy objectives. Through the Reliability Panel, we also monitor, review and report on the safety, security and reliability of the national electricity system.

As a respected and independent organisation, we bring people together, use our expertise to inform or provoke future-focused debates, and remain constantly on duty to ensure the market is serving the long-term interests of consumers. Our work is guided by our enabling legislation — the Australian Energy Market Commission Establishment Act 2004 — the national energy laws as well as ECCMC governance processes to ensure that our rule-making and advisory functions are transparent, accountable and aligned with the national policy direction.

The context we operate in

Australia's energy sector is at the centre of one of the most significant economic and social transformations in our lifetime. The challenge is to achieve net zero emissions by 2050 while maximising benefits for all consumers.

The transition is reshaping how energy is produced, delivered and consumed. Traditional supply chains are transforming – consumers are becoming mini generators, networks and competitive services are becoming increasingly substitutable, coal generation is retiring faster than originally expected, while renewable generation, batteries and consumer-owned energy resources are growing rapidly. Managing this change requires careful coordination across markets, networks and jurisdictions to ensure the system remains reliable and affordable. At the same time, new technologies and business models, including distributed energy, electrification, data platforms and AI, are redefining how consumers interact with energy.



WHAT WE DO



These innovations bring opportunity, but also complexity, as the energy system becomes increasingly decentralised and interconnected with other sectors such as transport, housing and industry.

We play our role as part of a broader energy governance ecosystem that includes Government, the Australian Energy Regulator (AER) the Australian Energy Market Operator (AEMO), and Energy Advisory Panel (EAP). Each market body contributes complementary capabilities — regulation, operation, and rule-making, to support coordinated, evidence-based reform.

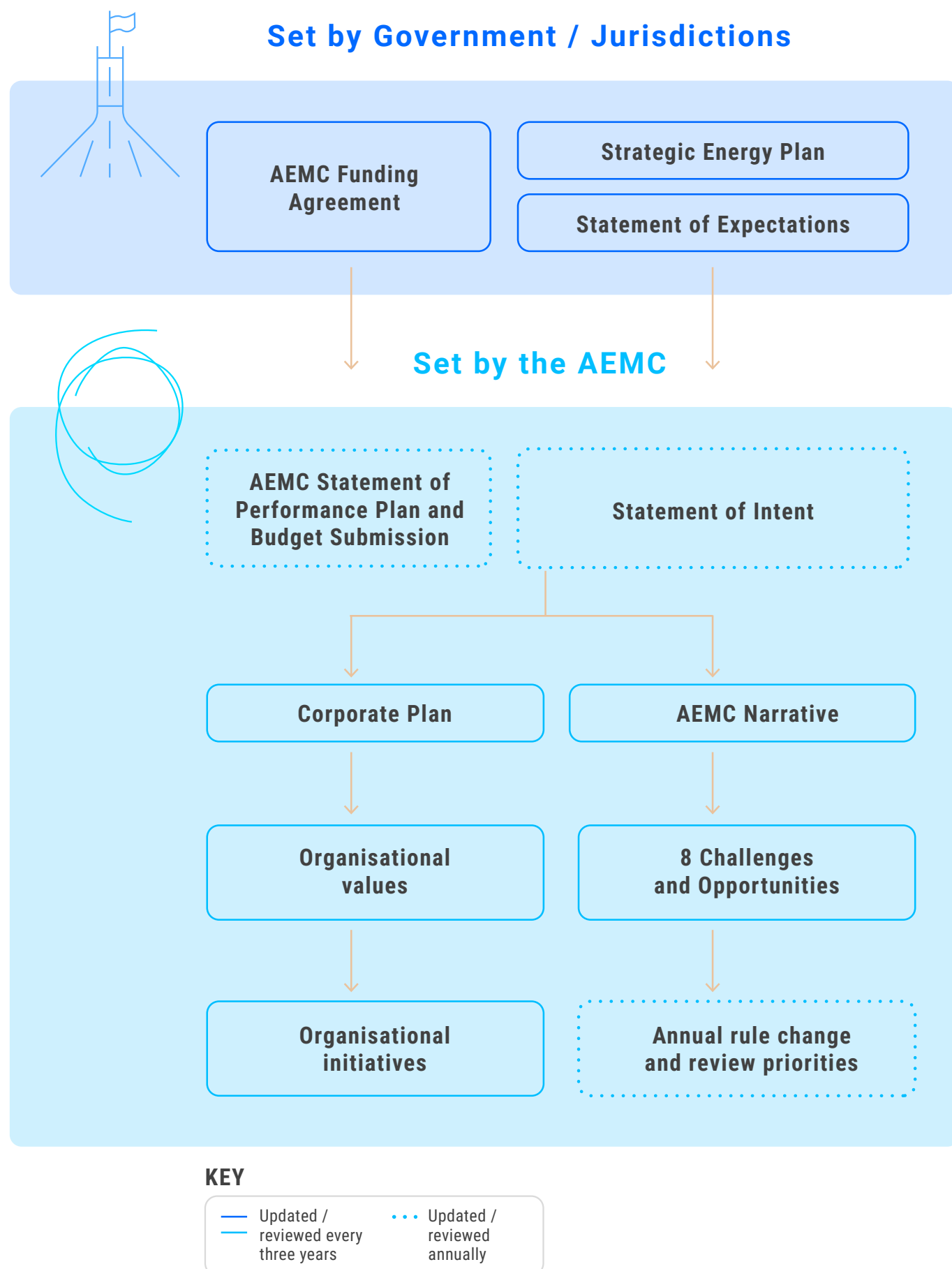
We actively work with governments, jurisdictions, industry, market participants and consumers to ensure our decisions are practical, implementable and deliver clear benefits. Our consultation processes, from public workshops and technical working groups to consumer and investor forums, help us understand emerging issues and apply our expertise.

Collaboration and effective engagement with stakeholders are fundamental to our ability to successfully meet our statutory objectives. This requires building and maintaining relationships with stakeholders across the sector to increase our understanding of the key energy issues and concerns affecting the community.

This plan, is a companion document to our **strategic narrative** which identifies key challenges and opportunities facing the sector and provides our contextual guide for core rule change, review and reform work.

By addressing these challenges, we aim to balance the critical issues of today with the long-term design of the market for the future. Never has our role as a forward-looking, independent decision-maker been more important.

Getting the settings, signals and systems right now will open up the potential for enormous benefits from cleaner, smarter, affordable and reliable energy, ensuring the energy sector continues to underpin Australia's future living standards and economic growth.



OUR CORE WORK

Purpose: Working for Australia's future productivity and living standards by contributing to a decarbonised, affordable and reliable energy system for consumers.

Vision: A consumer-focused net zero energy system.

How we work:

- We listen, lead, collaborate, adapt, and influence.
- Apply a forward-looking lens to shape the market of tomorrow.
- Recognise that our effectiveness comes not just from the rules we make, but the trust we build, the clarity we bring, and our impact on long-term outcomes.

Values:



Solve it together

We collaborate with purpose, bringing in diverse perspectives to amplify our strengths and shape what's next.



Do hard things

We don't wait for perfect conditions; we trust ourselves to take smart risks, make tough decisions, and do what is right.



Own our part

We own our roles with clarity and accountability, backing each other to make decisions, cut the noise and get on with it.



Lead with heart

We bring care to how we work with others by listening with humility, learning from setbacks, and treating each other with respect.

OUR CORE WORK



We deliver our statutory role and maximise impact through three core streams of work. Together, these streams reflect how we translate policy intent into market outcomes, while providing forward-looking insight to shape the energy system of the future.

Rule Changes

We make and amend the national energy rules in response to requests from governments, industry, consumer groups and individuals. Our focus is on delivering timely, technically robust and implementable rules through transparent consultation, ensuring outcomes are in the long-term interests of consumers and the energy system.

Reviews

We undertake reviews and provide advice to governments on the performance and design of energy market arrangements. Reviews allow us to assess what is working, identify emerging risks and opportunities, and recommend improvements.

Policy insight and influence

We provide independent, evidence-based analysis and expertise to inform and shape policy and market design. This stream allows us to leverage our unique capability beyond formal rule changes and reviews, providing timely insight on emerging issues and complex reform challenges. Through research, strategic advice and engagement, we contribute insight on emerging trends and complex reform challenges, supporting better-informed decisions and coherent, future-focused reform for the sector.

While distinct, these streams are closely connected.

Insight informs reviews, reviews shape rule changes, and implementation experience feeds back into future advice.

Together, they enable us to deliver impact today while setting the foundations for tomorrow's energy system.



Where we want to be:

1 We deliver with impact and authority

- We deliver rules, reviews and reforms that make a meaningful difference for consumers and the energy system.
- Our technical capability, engagement and expertise enable us to make evidence-based decisions with confidence, clarity and integrity.
- We focus on the areas of greatest impact, improving efficiency, transparency and timeliness so that our work continues to shape a secure, reliable, affordable and fair energy transition.

2 We improve through innovation and culture

- We continuously evolve how we work – harnessing technology, data and collaboration to improve productivity, insight and quality.
- Our culture, grounded in curiosity and integrity, creates space for innovation to thrive.
- We invest in our people, systems and processes so that we can apply our technical expertise in smarter, more agile and future-focused ways.

3 We adapt to lead in a time of change

- We anticipate and respond to the pace and scale of change in the energy sector – from new technologies to evolving policy settings.
- We strengthen our role as a trusted, independent and authoritative voice by combining deep technical insight with practical reform design.
- Through collaboration, listening and leadership, we ensure our work remains relevant, respected and impactful across the energy ecosystem.

OUR FOCUS

We know that a productive, innovative and values-driven organisation is essential to delivering sustained impact. By combining our culture, grounded in curiosity, integrity and collaboration, with our deep technical capability and expertise, we can deliver on our strategic ambition.

These organisational initiatives build on our strong foundations and help get us to where we want to be, so we can sustain our impact and performance.

VALUE	INITIATIVE	PURPOSE	EXPECTED OUTCOME
Own our part	Deliver impact through productivity	Align how we plan, prioritise and deliver work so our expertise and resources are focused on areas of greatest opportunity and consumer benefit.	Productive, expert AEMC that delivers efficient, high-quality outcomes with accountability and transparency.
	Strengthen core delivery capability	Leverage technical expertise, analysis and policy insight to support consistent, high-quality delivery of core rule change and review work.	
Do hard things	Build reform leadership capability	Build capability to influence, design and deliver complex, multi-year reforms that support the energy transition.	Confident, capable AEMC recognised for sustained delivery of robust rules and reviews.
	Lead as a respected sector voice	Strengthen our role as an independent, trusted voice shaping the energy sector.	
Solve it together	Embed technology and data innovation	Leverage expertise, technology and data to enhance insight, efficiency and engagement across our work.	Data-enabled, technically proficient and collaborative AEMC that drives better, faster decisions and insights, and builds shared capability.
	Strengthen knowledge and collaboration	Strengthen how we capture, apply and share specialist expertise and institutional knowledge internally and across the sector.	
Lead with heart	Build culture and capability for impact	Invest in leadership, capability and culture to sustain performance and the AEMC employee value proposition.	A highly engaged workforce, strong leadership pipeline and culture that sustains impact over time. Great place to work, and a place to do great work.

DELIVERING THE PLAN



From intent to impact

Delivering this Corporate Plan requires disciplined execution, continuous learning and accountability for impact. As the energy sector continues to evolve at pace, we must remain focused on delivering high-quality work while retaining the flexibility to adapt to changing circumstances.

The organisational initiatives in this plan describe how we will build and sustain the capability required to deliver impact. We have adopted a staged approach to track and measure progress:

- **In one year,** our focus is on completing activities underway, building capability, strengthening ways of working and embedding new approaches.
- **In three years,** we expect to see the sustained impact of these investments reflected in delivery outcomes, trust and organisational maturity.

We will track and report progress through our annual Statement of Intent, performance reporting, and ongoing engagement with Energy Ministers, stakeholders and our people.

VALUE	IN ONE YEAR WE WILL	IN THREE YEARS WE WILL
Own our part Deliver impact through productivity and strengthen core delivery capability	• Meet throughput and timeliness targets for rule changes and reviews. • Strengthen technical, analytical and policy capability supporting core work.	• Consistently deliver implementable and impactful rules, reviews and reforms. • Be recognised as a high-performing, outcome-focused organisation with strong stakeholder confidence in the quality and predictability of our decisions and advice.
Do hard things Build reform leadership capability and lead as a respected sector voice	• Strengthen reform leadership and project delivery capability across priority reforms. • Increase cross-functional collaboration on complex reform initiatives. • Deepen engagement with governments, market bodies and stakeholders on priority issues.	• Influence complex, multi-year reforms that shape the future energy system. • Be widely recognised as an independent, trusted voice shaping the energy sector. • Maintain high levels of confidence in the AEMC's role and judgement.
Solve it together Embed technology and data innovation and strengthen knowledge and collaboration	• Increase use of data, modelling and digital tools across priority work programs. • Build organisational data literacy and confidence in new tools, including AI. • Improve accessibility and use of institutional knowledge internally.	• Operate as a digitally mature, data-enabled organisation. • Contribute to shared capability across the energy governance ecosystem. • Be recognised for innovative, evidence-based approaches to rule-making and reform.
Lead with heart Build culture and capability for impact	• Embed values and behaviours consistently across the organisation. • Strengthen leadership and capability development pathways.	• Sustain a highly engaged, capable workforce aligned to purpose. • Be a great place to work, and a place to do great work.



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