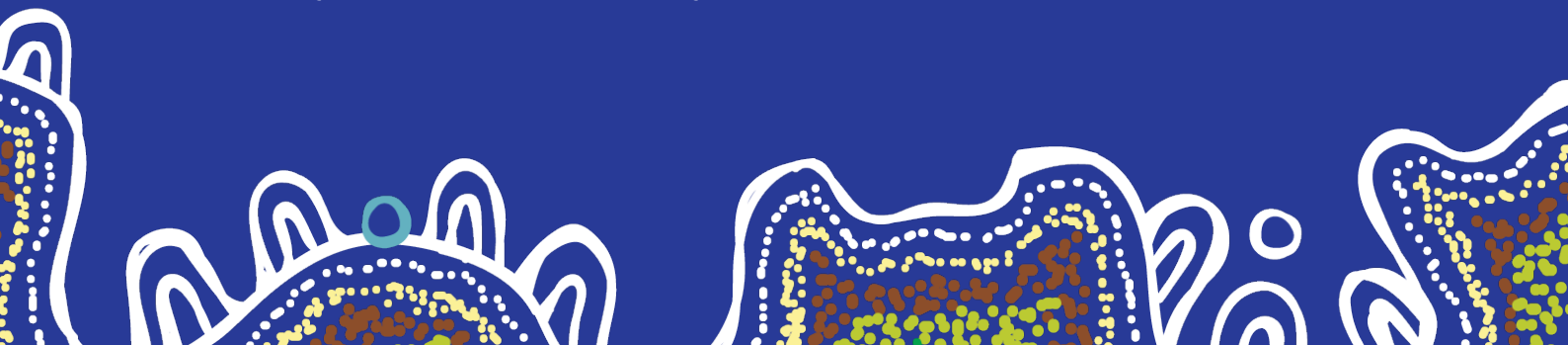




# Reflect Reconciliation Action Plan

February 2025 - February 2026



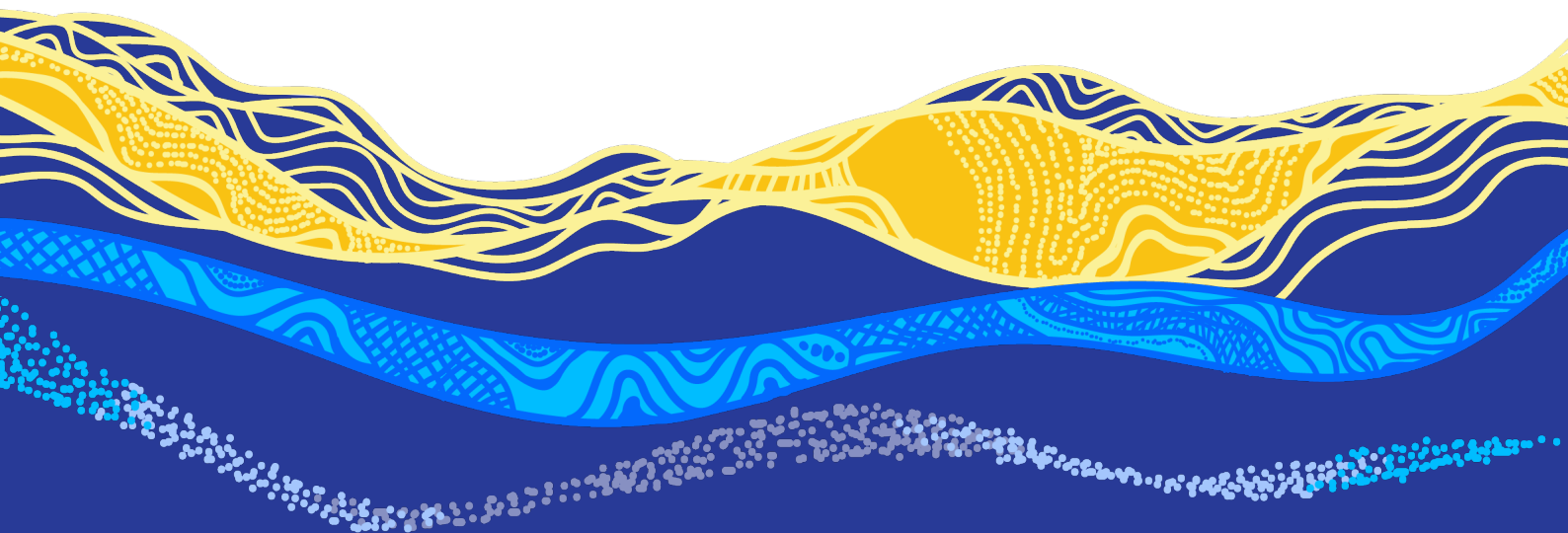
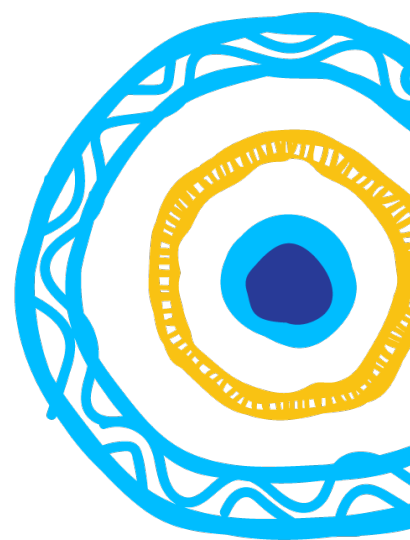
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## Acknowledgement of Country

The Australian Energy Market Commission (AEMC) acknowledges and shows respect for the traditional custodians of the many different lands across Australia on which we all live and work. We pay respect to all Elders past and present and the continuing connection of Aboriginal and Torres Strait Islander peoples to Country. The Gadigal peoples of the Eora nation are the Traditional Custodians of the land on which the AEMC office is located.



# Artwork story

*Empowering Connections* symbolises the AEMC's dedication to reconciliation, sustainability, and cultural respect. Every element thoughtfully captures our commitment to fostering meaningful relationships, honouring Country, and navigating Australia's energy transition.

## Yarning Circle

At the heart of the design is an invitation to all of our stakeholders - a yarning circle, symbolising open dialogue, collaboration, and shared knowledge. This central space fosters meaningful conversations, ensuring every voice is heard and valued in shaping the future.

Surrounding the yarning circle are smaller circles, each representing the diversity of voices and partnerships shaping our shared future. These interconnected circles reflect the importance of collaboration, inclusivity, and collective action in driving progress and reconciliation.



### Wavy Lines

Flowing waves extend outward, signifying the flow of energy and the exchange of knowledge. These forms reflect the AEMC's purpose to bridge industry, community, and Country, driving equitable progress through cultural respect and dialogue.



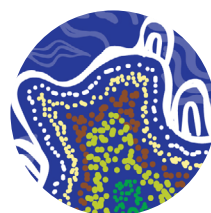
### Energy Lines

Energy lines represent the dynamic and evolving connections between industry, policy, and community. They highlight the AEMC's role in facilitating meaningful discussions and driving transformation.



### Leaves

Leaves are interwoven within the artwork, embodying growth, renewal, and the deep respect for Country that underpins the AEMC's reconciliation journey. They reflect our commitment to sustainability and fostering a thriving future for all.



### Mountains

Mountains ground the artwork, representing strength, resilience, and the enduring nature of the land. They acknowledge the wisdom of First Nations communities and the foundation of knowledge that guides the AEMC's work.

This artwork serves as an evocative reminder of the AEMC's ongoing commitment to reconciliation, its deep connection to Country, and its vision for a brighter, unified future.



## About the artist

**Elaine Chambers-Hegarty** is an Aboriginal artist and designer with cultural links to the Koa (Guwa), Kuku Yalanji, and Barada Barna peoples. Elaine's art brings together ancestral themes and imagery through a modern lens to create rich, thought provoking and emotive artworks. Her artistic expression is grounded in her cultural heritage and inspired by her deep love for her family and heritage. Elaine's evolution as an artist has seen her combine graphic design with painting and sketching over a distinguished career spanning 30 years.

She has been awarded accolades including the PANPA Award for Creative Excellence, print media's highest achievement award, and NAIDOC poster design competition (2015). Elaine is passionate about bringing to life stories into creative designs that can be printed across any medium, sparking conversations, ideas and engaging with our shared history.

# YarnnUp Aboriginal consultants' business bio

**The AEMC is proud to partner with YarnnUp throughout the development, endorsement and implementation of our first Reflect RAP and our ongoing commitment to reconciliation.**

YarnnUp is an Aboriginal owned and managed consulting and training organisation based in South Eveleigh, NSW. YarnnUp supports organisations that are working towards active reconciliation alongside First Nations peoples, businesses and communities, by providing them with the knowledge, skills and strategy to create authentic change through policy reform, cultural transformation and training.

Throughout this Reflect RAP phase, YarnnUp will also be delivering its unique capability building training programs that blend Aboriginal philosophy and western academia including neuroscience, emotional and cultural intelligence to our employees with the aim of building capacity to engage most effectively cross-culturally and engage with self-efficacy throughout this ongoing commitment to reconciliation.

# A message from our Chair

**I am honoured to share the AEMC's first Reconciliation Action Plan (RAP). This Reflect RAP formalises our commitment to reconciliation with Aboriginal and Torres Strait Islander peoples and communities. It marks an important milestone.**

Australia's energy sector is at the centre of one of the most significant transformations in our lifetime. We must achieve net zero by 2050, while maximising benefits for all consumers – including First Nations peoples. As the rule maker for many of Australia's energy markets, the AEMC is shaping the frameworks that will guide Australia's energy system through this period of great change.

The clean energy transition will bring challenges and opportunities. This RAP presents an ambitious vision for reconciliation, one that reflects opportunities for First Nations peoples. We envisage greater economic development, energy accessibility and sustainability, self-determination, and employment and skills development. By collaborating with Australia's First Nations peoples, we can help to ensure their interests are meaningfully reflected in energy rules and recommendations, to bring shared aspirations to life.

Meaningful collaboration can only be achieved through relationships, and these will underpin our reconciliation journey. First Nations peoples' local and cultural knowledge, and their care and connection to the land, waters and sky we rely upon for energy, should inform how Australia transitions to net zero. We will need to establish enduring partnerships with First Nations peoples founded on truth, transparency and deep respect.

We have a genuine intention to embrace different cultural perspectives and the AEMC's reconciliation journey will begin within the organisation. During the Reflect period, our people will participate in learning.



We will take this time to enhance cultural understanding and competency among staff and begin to develop connections with First Nations peoples. We will also work to ensure the right foundations are in place within our workplace to support Aboriginal and Torres Strait Islander peoples' talent. Through this process, we hope to refine our vision and a longer-term approach for reconciliation.

The AEMC's Reflect RAP forms a key part of our Diversity, Equity and Inclusion Strategy and aligns with the AEMC's Strategic Narrative and Plan and aims of the First Nations Clean Energy Strategy. Driving diversity and equity is not only the right thing to do, it is a wise thing to do. Solving problems posed by the transition to net zero will require diverse thinking. We see potential synergies between supporting First Nations peoples into clean energy careers, establishing strong, continuous relationships and work to achieve a cleaner energy future. Our Reflect RAP will guide us to a deeper understanding about how Aboriginal and Torres Strait Island peoples can thrive through the transition and we can deliver a lasting contribution as allies.

We are both proud and excited to be on this journey.

**Anna Collyer, AEMC Chair**

# Statement from CEO of Reconciliation Australia



## **Reconciliation Australia welcomes the AEMC to the Reconciliation Action Plan (RAP) program with the formal endorsement of its inaugural Reflect RAP.**

The AEMC joins a network of more than 3,000 corporate, government, and not-for-profit organisations that have made a formal commitment to reconciliation through the RAP program.

Since 2006, RAPs have provided a framework for organisations to leverage their structures and diverse spheres of influence to support the national reconciliation movement. The program's potential for impact is greater than ever, with close to 3 million people now working or studying in an organisation with a RAP.

The four RAP types - Reflect, Innovate, Stretch and Elevate - allow RAP partners to continuously develop and strengthen reconciliation commitments in new ways. This Reflect RAP will lay the foundations, priming the workplace for future RAPs and reconciliation initiatives.

The RAP program's strength is its framework of relationships, respect, and opportunities, allowing an organisation to strategically set its reconciliation commitments in line with its own business objectives, for the most effective outcomes.

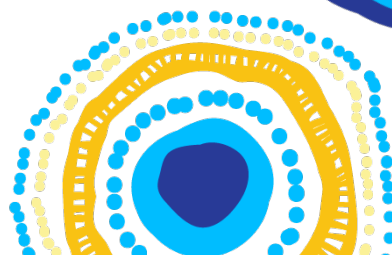
These outcomes contribute towards the five dimensions of reconciliation: race relations; equality and equity; institutional integrity; unity; and historical acceptance.

It is critical to not only uphold all five dimensions of reconciliation, but also increase awareness of Aboriginal and Torres Strait Islander cultures, histories, knowledge, and leadership across all sectors of Australian society.

This Reflect RAP enables the AEMC to deepen its understanding of its sphere of influence and the unique contribution it can make to lead progress across the five dimensions. Getting these first steps right will ensure the sustainability of future RAPs and reconciliation initiatives, and provide meaningful impact toward Australia's reconciliation journey.

Congratulations to the AEMC, welcome to the RAP program, and I look forward to following your reconciliation journey in the years to come.

**Karen Mundine, Chief Executive Officer  
Reconciliation Australia**



# Our business

## We make the rules for the Australian energy markets

The AEMC is an independent statutory body that plays a crucial role in shaping Australia's energy future.

We are the rule maker for the National Electricity Market (NEM) and certain gas markets. We make and amend the National Electricity Rules, National Gas Rules and National Energy Retail Rules.

We also provide strategic and operational advice on energy issues to the Energy and Climate Change Ministerial Council.

The AEMC's work is informed by the National Energy Transformation Partnership (Partnership) work program. The Partnership is a framework for Commonwealth, state and territory governments to work together on reforms to help transform Australia's energy system to achieve net zero by 2050. We closely collaborate with the other market bodies, the Australian Energy Regulator (AER) and the Australian Energy Market Operator (AEMO).

Three national energy objectives guide our work and shape our decision-making processes under the national energy legislation:

- National Electricity Objective
- National Gas Objective
- National Energy Retail Objective.

These objectives ensure our work is in the long-term interests of consumers by requiring us to consider impacts on price, reliability, security, and emissions reduction targets when making reforms. These objectives align with the strategic direction for energy markets developed by the Commonwealth, state and territory governments, including the integration of the rights and interests of First Nations peoples.

The AEMC is led by five Commissioners appointed by Energy Ministers and was established by the Council of Australian Governments Energy Council in 2005. We are an interdisciplinary team of around 120 people who are passionate about delivering a consumer-focused net zero energy system. At the time of publishing this RAP, no AEMC employees identify as Aboriginal and Torres Strait Islander peoples.

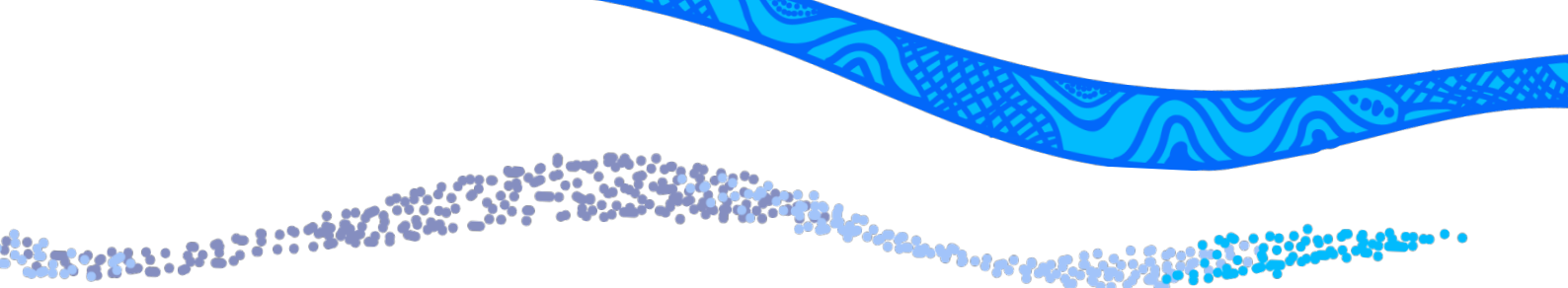
## Our work impacts regions across Australia

Our rule-making and advisory roles have national implications for energy policy and regulation across the country and far-reaching impacts on the lives of energy consumers.

Our work takes effect across most of Australia – the areas served by the NEM and the wholesale gas markets (serving the Eastern, Western and Northern gas regions).

- The NEM spans approximately 5,000 kilometres from Port Douglas, currently Yirrganydji country in Queensland, down to Nuenonne country in Tasmania, and across to Narangga country in South Australia, making it one of the world's longest interconnected power systems. These connected regions make up about 80% of Australia's electricity consumption, underscoring our influence and impact on everyday Australians.
- While serving fewer customers, the gas networks stretch across even greater areas of Australia. The Eastern gas region covers central and southern Queensland, New south Wales, Victoria, Tasmania and eastern South Australia. The Western gas region covers the western half of Western Australia, and the Northern gas region runs through the centre of the Northern Territory.





Our offices are on Gadigal land in Sydney's CBD. Our staff work across Australia with Commissioners based not only on Gadigal land, but also on Boonwurrung country in Victoria, on Wajuk country in Western Australia, on Kurna country in South Australia, and Whakaoriori in Aotearoa New Zealand.

### **Our work is being driven by the most significant challenge of our time: decarbonisation**

The energy sector in Australia and around the world is experiencing change at the scale of the Industrial Revolution, only much faster. With domestic and commercial energy currently one of the world's most significant sources of climate-damaging carbon, the ways we produced and consumed power over the last century must be replaced as quickly as possible.

The Net Zero Plan and the supporting Electricity and Energy Sector Plan, agreed to by energy and climate change ministers, shape our priorities and initiatives to support the transition to a low-emissions energy system. This work helps to meet government targets for emissions reductions, including:

- reducing emissions by 43% by 2030
- having 82% renewable energy in electricity grids by 2030
- achieving net zero emissions by 2050 or earlier.

We envisage the energy transformation will deliver a consumer-focused net zero energy system. We want consumers to benefit from a low cost, low emissions, reliable, secure and safe power system. A successful energy system transition is the critical factor for decarbonising the economy, supporting national prosperity, and giving people confidence in our new approach to energy as we all face climate change.

### **Our reconciliation journey is rooted in our values**

In taking action to realise our vision for reconciliation, we will apply our four organisational values:

- **Powered by people** – recognising the important role First Nations peoples play in the transition to net zero and developing partnerships to deliver enduring benefits.
- **Lead with expertise** – advocating for policy settings to ensure First Nations peoples' needs and perspectives are embedded across energy and related decision-making.
- **Collaborate with purpose** – continuing to improve our engagement to incorporate storytelling and deep listening with all First Nations peoples and communities across remote, regional and metropolitan areas.
- **Live the standard** – developing our cultural capabilities so our leadership in the transition and advocacy for First Nations peoples is rooted in deep knowledge and understanding.

Our actions also support the aspirations of the *First Nations Clean Energy Strategy*, a key workstream under the [National Energy Transformation Partnership](#). These aspirations are:

- for First Nations peoples to participate in and benefit from the clean energy transformation
- to ensure access to reliable clean energy for all Australians
- to ensure First Nations cultural heritage, knowledge and connection to land and sea Country is respected
- for government and industry to create opportunities to build deeper collaboration, consensus and new ways of working with First Nations peoples.

# Our vision for reconciliation

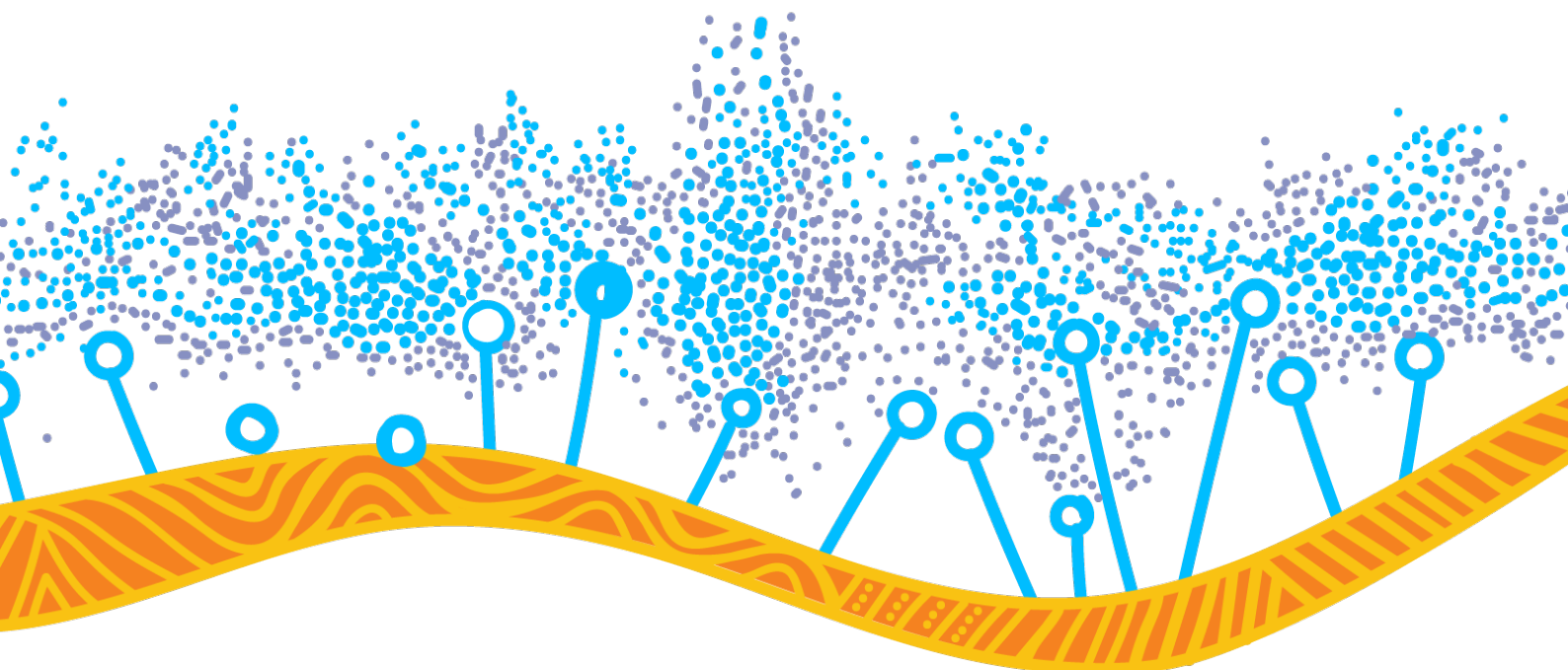
**Our vision for reconciliation is for an energy sector where First Nations peoples have access to affordable, reliable and clean energy, and benefit from partnerships and participation in the net zero energy transformation.**

In this vision, the energy sector values and honours First Nations peoples' cultural heritage, knowledge, and ongoing care and connection to Country. We see this being realised through authentic collaboration with Aboriginal and Torres Strait Islander peoples to foster deep connections and understanding and to help First Nations communities thrive through the transition.

The energy transformation presents the challenge of developing new energy infrastructure to meet the operational needs of the energy system, while adapting to the impacts of climate change and maintaining access to reliable and affordable energy for homes, businesses and communities.

We recognise First Nations peoples as important constituents in the energy transformation that is happening on land that holds important cultural, historical and spiritual significance. We see Aboriginal and Torres Strait Islander peoples as valuable stakeholders in this transition to net zero, with their deep ecological and cultural knowledge key to helping us address its challenges. Considering the rich and varied insights of First Nations peoples in our decision-making will deliver benefits to all energy consumers in Australia, including direct benefits to First Nations peoples.

Reconciliation will mean facilitating greater cultural awareness both within the AEMC and across the energy sector. We can embrace truth telling and embed cultural learning within our organisation as part of our commitment to achieve this Reflect Reconciliation Action Plan (RAP) and other RAPs to follow. Implementing our RAP will help us support efforts to embed reconciliation in Australia's energy future: a consumer-focused, net zero energy system.



# Our journey towards reconciliation

We have started our journey towards reconciliation and have taken the time to consider actions across the AEMC that demonstrate our respect and acknowledgement of Aboriginal and Torres Strait Islander peoples, cultures and histories by:

- celebrating NAIDOC week
- acknowledging Country and being welcomed to Country
- showcasing artworks by First Nations peoples in our office
- providing flexibility to celebrate Australian heritage
- rolling out organisational cultural awareness training
- prioritising deep and meaningful engagement with First Nations stakeholders
- actively considering First Nations peoples in our work.

These actions have been foundational to enabling us, through our reconciliation journey, to go beyond acknowledgements and good intentions and build a culture of understanding to make a material difference.

## Celebrating the history, culture and achievements of First Nations peoples

We take great pride in celebrating NAIDOC Week. Over the past three years, we have hosted speakers from various Aboriginal and Torres Strait Islander communities to share their wisdom on culture, histories and traditions of First Nations peoples.

These include:

- Gamilaroi and Dunghutti woman Marlee Silva in 2022 – author and presenter
- Gadigal woman Kate Constantine in 2023 – artist and director of the Aboriginal Art Association of Australia
- Kamilaroi man Associate Professor Corey Tutt OAM in 2024 – CEO and founder of DeadlyScience.

Our formal journey towards reconciliation was announced during NAIDOC Week 2024, aligning our efforts with broader national initiatives celebrating the rich and diverse cultures of First Nations peoples.

*Below, from left to right; AEMC Chief Executive Benn Barr and Marlee Silva, NAIDOC Week 2022; AEMC Commissioner Tim Jordan and artist Kate Constantine, NAIDOC Week 2023; A/Prof Corey Tutt OAM, DeadlyScience NAIDOC Week 2024*





## Acknowledging and paying respect to the Traditional Owners of the lands on which we work

Our NAIDOC week speakers emphasised the importance of acknowledging Country as a mark of respect, recognition of custodianship and deep historical and cultural connection.

We take pride in continuing a practice that First Nations peoples have done for generations. The way we acknowledge Country at the AEMC draws on our personal connection to the land and our deep respect for the peoples who have cared for Country for thousands of years.

We use Acknowledgements of Country:

- at the start of meetings
- in presentations and speeches
- in our internal communications
- on our website
- in our email signatures, and
- in our published policy documents,

to show awareness of and respect for the continuous connection First Nations peoples have to the land on which we work.

When appropriate, we are welcomed to Country by representatives of the Gadigal peoples.

## Showcasing artworks by First Nations peoples in our office

Our offices in Sydney have artworks curated by Artbank that reflect the theme of our natural world. This collection has a strong focus on First Nations artists, including contemporary works as well as some significant older bark paintings representing the rich histories of First Nations peoples. These artworks provide profound insights into the culture, spirituality, and connection First Nations peoples have to Country, and play a vital role in preserving and sharing the varied histories of Aboriginal and Torres Strait Islander peoples.

Each artwork is accompanied by an information panel providing some context for the work, supported by periodic tours run by an Artbank curator which provide an opportunity for AEMC staff to learn more about the artworks and deepen their appreciation for the stories and traditions of First Nations peoples.

## Providing flexibility to choose when to celebrate Australian heritage

Since 2023, in recognition of peoples' different relationship with the public holiday on 26 January, we have offered staff the option to celebrate Australia Day on a day of their choosing. This sensitivity towards the lived experiences of Aboriginal and Torres Strait Islander peoples demonstrates our approach to inclusivity, cultural sensitivity, and employee well-being.

## Building cultural competency through education, training and engaging with stakeholders

Our Commissioners, Executive Leadership Team and RAP working group participated in cultural awareness and capability training with YarnnUp in May 2024 to learn about the cultures, histories and rights of Aboriginal and Torres Strait Islander peoples, enhancing their understanding and respect across First Nations communities.

In August 2024, cultural awareness training was held for all AEMC staff.

These training programs ensure our leadership and staff are well-equipped to drive, engage with, and support the goals of our RAP, fostering a more inclusive and respectful workplace environment. Their engagement demonstrates our commitment to the reconciliation process and pledge to build stronger relationships and drive broad transformation across the sector to ensure inclusive and equitable participation for First Nations peoples.

In addition to this training and education, RAP working group members have attended events engaging with First Nations peoples who represent stakeholders in energy to improve our capacity to engage deeply and meaningfully across the sector.

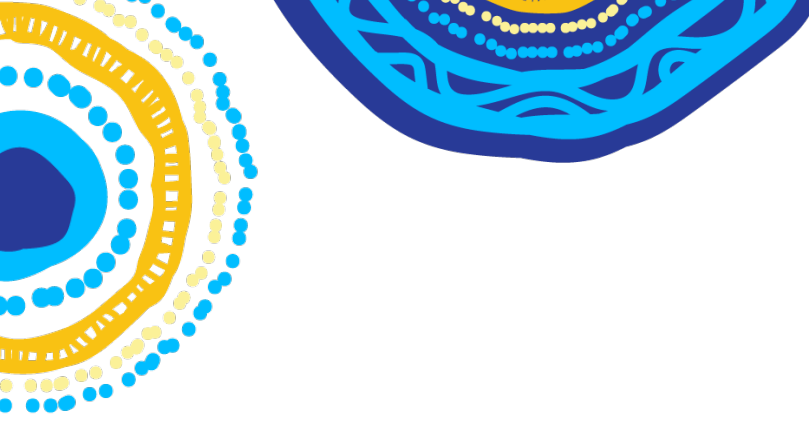
In late 2023, two members of our RAP working group, including Commissioner Tim Jordan, attended a stakeholder roundtable with community representatives on the Department of Climate Change, Energy, the Environment and Water's (DCCEEW) First Nations Clean Energy Strategy. Insights from First Nations peoples on the energy transition at the roundtable have informed our approach to reconciliation.

The RAP working group champion and the RAP working group leader attended the First Nations Clean Energy Symposium in Adelaide in May 2024. This was a thought-provoking event that helped us to understand the issues that can arise with clean energy projects for Aboriginal and Torres Strait Islander peoples across communities, and how they can be avoided or overcome.

In August-September 2024, the RAP working group leader also undertook a short course on 'Policy Frameworks and First Nations Relations', delivered by Charles Darwin University and the Australia and New Zealand School of Government. This course provided additional context on ways of thinking of Aboriginal and Torres Strait Islander peoples, with a focus on relationality.



**Above:** Renee Thomson from YarnnUp, centre, with AEMC staff member Christian Dunk, at AEMC offices for cultural awareness training, 6 August 2024



## Actively considering First Nations peoples in our work

It is important for our energy system reforms to benefit First Nations peoples and communities. To support this outcome, we actively consider the interests of Aboriginal and Torres Strait Islander peoples and stakeholders during relevant pieces of work.

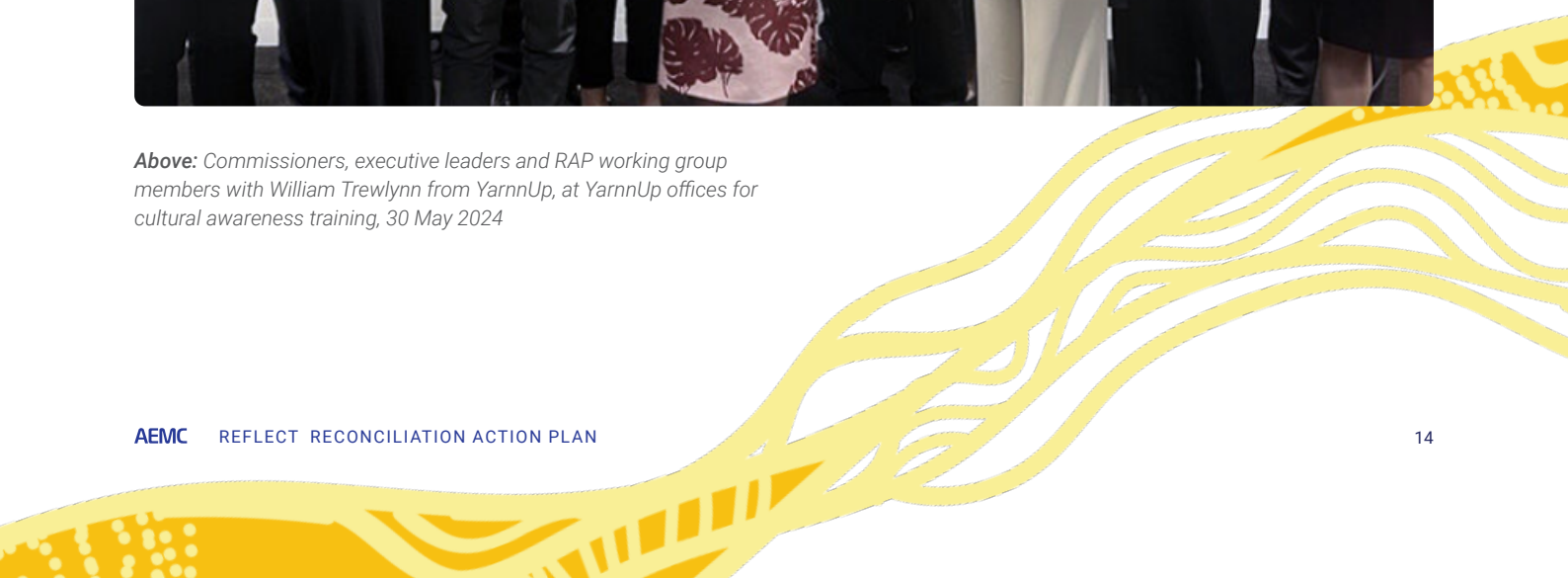
For example, in November 2023, we made a rule requiring transmission businesses to engage with Traditional Owners and other First Nations peoples in the local community, during the early stages of planning for major transmission projects.

As part of the rule change, in consultation with the First Nations Clean Energy Network, we introduced a definition of Traditional Owners in the National Electricity Rules. Within this, Traditional Owners are defined as 'Aboriginal and Torres Strait Islander peoples who have a spiritual affiliation to particular lands, waters or a site on or near the area the subject of the major transmission project'.

Our rule change ensures that First Nations peoples are meaningfully engaged early in the planning and development of transmission projects. This supports projects to be developed in a way that is respectful of the cultural values of First Nations peoples and that areas of cultural significance are protected.



*Above: Commissioners, executive leaders and RAP working group members with William Trewlynn from YarnnUp, at YarnnUp offices for cultural awareness training, 30 May 2024*



# Our Reconciliation Action Plan

**The clean energy transition presents an opportunity for the AEMC to improve inclusivity and advance reconciliation in the energy sector. Through our reconciliation journey, we will embed organisational cultural change to deliver work which helps foster positive social and economic intergenerational change for First Nations peoples.**

## **Our RAP is part of our Diversity, Equity and Inclusion (DEI) strategy**

Reconciliation is a core pillar of our broader DEI strategy. The RAP working group and DEI committee will work together to achieve the deliverables in this RAP.

Through our DEI work program, we aim to create and sustain a workplace in which people from diverse backgrounds, including First Nations peoples, feel:

- a sense of belonging
- valued and respected
- safe to share their diverse perspectives and experiences
- comfortable to be their authentic selves.

This work will build on our procedure for Workplace Behaviour that fosters a culture of respect, dignity and inclusion. We can position the AEMC as a culturally safe and First Nations employer of choice by creating a more inclusive workplace through cultural awareness training and mentoring programs.

Our Reflect RAP seeks to achieve three objectives:

- expanding cultural competency
- building partnerships for our future
- creating pathways for employment.

## **Expanding our cultural competency**

Building cultural competency among our leadership and staff is foundational to our reconciliation journey. We will continue our cultural awareness training and embrace truth telling to:

- improve our knowledge and understanding of First Nations cultures, histories and traditions
- inform our decisions and our approach to forming meaningful relationships with Aboriginal and Torres Strait Islander peoples and communities.

Our ongoing celebration of NAIDOC Week and recognition of National Reconciliation Week (NRW) will help amplify inclusion and awareness of Aboriginal and Torres Strait Islander peoples to our staff and stakeholders.

Becoming culturally competent would enable us to authentically embrace and celebrate First Nations peoples' cultures and support Aboriginal and Torres Strait Islander peoples' advocacy in the energy sector.



## Building partnerships for our future

First Nations peoples have strong local and cultural knowledge, and deep care and connection to Country and should inform how Australia transforms its energy systems to achieve net zero.

We are committed to the First Nations Clean Energy Strategy to give First Nations peoples a say in the net zero transformation. Through meaningful partnerships and long-term, authentic relationships with Aboriginal and Torres Strait Islander peoples, organisations and communities, we can help industry harness traditional ecological knowledge to provide valuable insights for sustainable energy development in the energy sector.

Maintaining relationships with our existing stakeholders including the Commonwealth and state and territory governments, other energy market bodies, peak energy sector bodies and building new relationships with stakeholders including land councils, will be invaluable to leverage connections in local communities and to share community perspectives and aspirations for our transition to net zero.

Through these relationships we will work to build a network of First Nations stakeholders and improve our competency to meaningfully engage through trusted connections. When relevant, we will draw on this network to engage and listen to First Nations peoples across communities to get a full appreciation of the energy needs and lived experience of Aboriginal and Torres Strait Islander peoples, and the opportunities and risks that the energy transition presents.

Building meaningful relationships with enterprises run by First Nations peoples will be important in our reconciliation journey and in the energy transition more broadly. Deepening our relationship with relevant groups such as the First Nations Clean Energy Network can help support our projects.

For example, the voices of First Nations peoples will help shape our consumer work program. We are in the process of including a First Nations representative in the AEMC's consumer strategy group. Through the consumer strategy group, we:

- listen to the needs of consumers
- engage on future trends and opportunities in the energy sector, and
- provide regular updates on our workstreams.

The purpose of the Consumer Strategy Group is to maintain regular communication channels between Commissioners and key consumer stakeholders to help shape the AEMC's consumer workstreams, engage on important projects and ensure we are targeting consumer priorities. The Commission considers it important to maintain a diverse representation of advocates in this group and is engaging a First Nations representative to integrate a First Nations consumer context in the AEMC's rule changes, advice and decision making.





## Creating pathways to employment

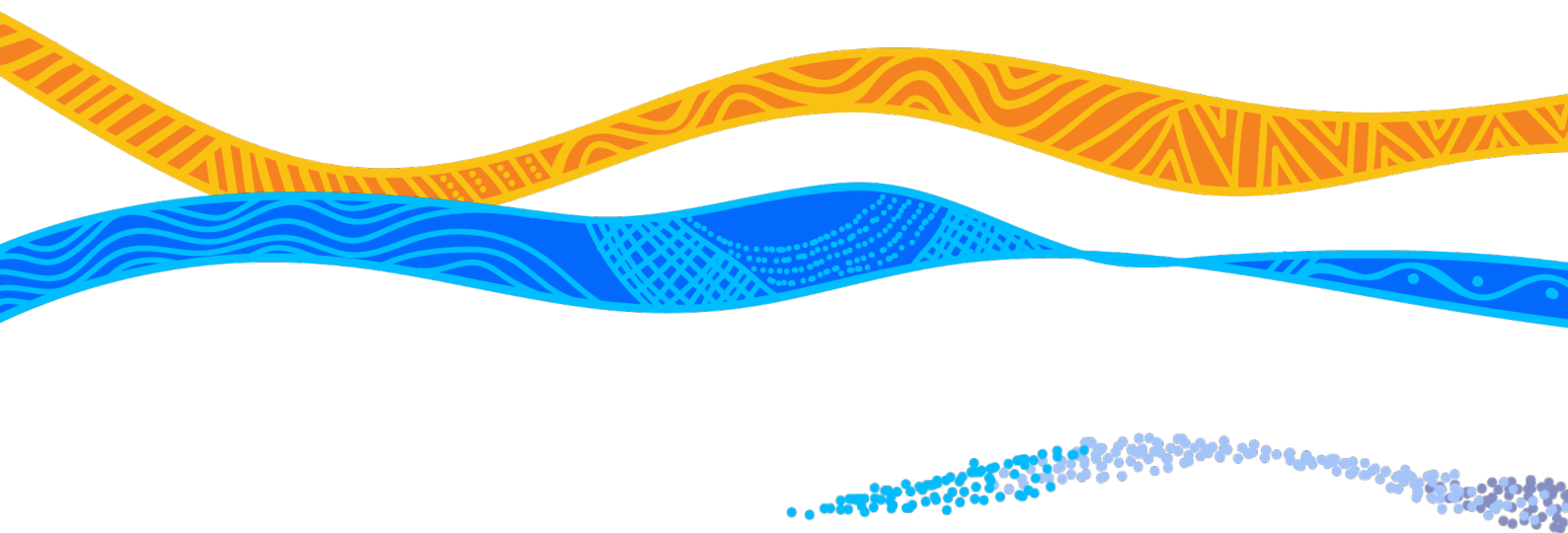
By working with other energy sector agencies on recruitment, retention and cultural inclusion programs, we can contribute to meaningful opportunities for employment for First Nations peoples across the energy sector including at the AEMC.

Working with other energy sector agencies, we can consider leveraging existing government initiatives such as the Indigenous Skills and Employment Program (ISEP) to connect with job ready First Nations candidates, develop opportunities within our graduate program and engage with Supply Nation to enhance our First Nations engagement, procurement and employment strategies.

Developing programs that create awareness and interest in the energy sector and build pre-employment and training pathways for students into energy policy fields will be a focus of our work in this space with other energy sector agencies.

Solving problems posed by the transition to net zero will require diverse thinking and many minds. That's why we see synergies between supporting Aboriginal and Torres Strait Islander peoples into STEM pathways and our work to transform the power sector. We see opportunities to foster and grow talent through mentorship programs supporting First Nations organisations such as DeadlyScience to close the gap for First Nations peoples with a STEM qualification.

Partnering with other agencies, which may include academic institutions and government departments, can also help skill and accelerate the next generation of First Nations peoples in the energy sector.



# Driving the RAP within the AEMC

**We acknowledge that the support and commitment of all staff is pivotal to this Reflect RAP.**

Staff across all levels of the organisation will drive our RAP which reflects our broad organisational commitment to reconciliation.

The RAP working group (RWG) and DEI committee will work together to achieve the deliverables in this RAP with support and guidance from the Commissioners and Executive Leadership Team, including a commitment to have First Nations representation in our RAP working group throughout the Reflect phase.



## RAP Working Group membership

RWG Role	Name	Title
Executive Sponsor	Tim Jordan	Commissioner
RAP Champion	Jack Schmidtke	General Counsel
Lead	Lily Mitchell / Amanda Seethor	Legal Director
Member	Amanda Laing	Human Resources Director
Member	Daniel Condon	Senior Market & Data Analyst
Member	Kate Degen	Director
Member	Nicole Stokes	Communications Manager
Member	Teaghan Wilson	Head of Strategy and Business Reporting
Member	Yolana Keogh	Lawyer

# Relationships



Action	Deliverable	Timeline	Responsibility
<b>1 Establish and strengthen mutually beneficial relationships with Aboriginal and Torres Strait Islander stakeholders and organisations.</b>	<b>a)</b> Identify Aboriginal and Torres Strait Islander stakeholders and organisations within our sphere of influence.	July 2025	<b>Lead:</b> Executive General Manager, Networks and Technical  <b>Support:</b> Head of Communications & Stakeholder Engagement
	<b>b)</b> Research best practice and principles that support partnerships with Aboriginal and Torres Strait Islander stakeholders and organisations.	September 2025	<b>Lead:</b> Executive General Manager, Consumer, Markets and Analytics  <b>Support:</b> Head of Communications & Stakeholder Engagement
<b>2 Build relationships through celebrating National Reconciliation Week (NRW).</b>	<b>a)</b> Introduce our team to NRW by circulating resources and materials to our staff.	April 2025	Head of Communications & Stakeholder Engagement
	<b>b)</b> Have RAP Working Group members participate in external NRW events.	27 May – 3 June 2025	General Counsel (RAP Champion)
	<b>c)</b> Encourage and support staff and senior leaders to participate in at least one external event to recognise and celebrate NRW.	27 May – 3 June 2025	<b>Lead:</b> Commissioner  <b>Support:</b> General Counsel (RAP Champion)

Continued on next page.

# Relationships



Action	Deliverable	Timeline	Responsibility
3 Promote reconciliation and our RAP through our sphere of influence.	a) Educate all staff on our reconciliation commitment and responsibilities within our RAP	February 2025	<b>Lead:</b> Commissioner <b>Support:</b> Head of Communications & Stakeholder Engagement
	b) Identify other like-minded organisations with RAPs to collaborate with on our reconciliation journey.	April 2025	Legal Director (RAP WG Lead)
	c) Amend People & Performance onboarding documents to include reference to our RAP	April 2025	Human Resources Director
	d) Identify external stakeholders that our organisation can engage with on our reconciliation journey.	August 2025	<b>Lead:</b> Executive General Manager Networks and Technical <b>Support:</b> Head of Communications & Stakeholder Engagement
	e) Publish our Reflect RAP on our intranet for easy access by our team upon receiving formal endorsement from Reconciliation Australia	February 2025	Head of Communications & Stakeholder Engagement
4 Promote positive race relations through anti-discrimination strategies.	a) Conduct a review of HR policies and procedures to identify existing anti-discrimination provisions, and future needs.	February 2025	<b>Lead:</b> Executive General Manager Corporate Services. <b>Support:</b> Human Resources Director
	b) Research best practice and policies in areas of race relations and anti-discrimination.	February 2025	<b>Lead:</b> Executive General Manager Corporate Services. <b>Support:</b> Human Resources Director

# Respect



Action	Deliverable	Timeline	Responsibility
5 Increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights through cultural learning.	a) Conduct a review of cultural learning needs within our organisation.	June 2025	<b>Lead:</b> Executive General Manager Corporate Services <b>Support:</b> Learning & Development Director
	b) Develop and approve a program to increase understanding, value and recognition of Aboriginal and Torres Strait Islander cultures, histories, knowledge and rights within our organisation. This may include cultural awareness training.	June 2025	<b>Lead:</b> Executive General Manager, Economics & System Security <b>Support:</b> Learning & Development Director
6 Demonstrate respect to Aboriginal and Torres Strait Islander peoples by observing cultural protocols.	a) Develop an understanding of the local Traditional Owners or Custodians of the lands and waters where we work.	December 2025	<b>Lead:</b> Executive General Manager Corporate Services <b>Support:</b> Learning & Development Director
	b) Increase staff's understanding of the purpose and significance of cultural protocols. This includes understanding the significance and reason for Acknowledgement of Country and Welcome to Country protocols, and recognising dates of cultural significance.	June 2025	<b>Lead:</b> Executive General Manager Corporate Services <b>Support:</b> Learning & Development Director
7 Build respect for Aboriginal and Torres Strait Islander cultures and histories by celebrating NAIDOC Week.	a) Raise awareness and share information amongst our staff about the meaning of NAIDOC Week.	June 2025	<b>Lead:</b> Executive General Manager Corporate Services. <b>Support:</b> Human Resources Director
	b) Introduce our staff to NAIDOC Week by promoting external events in our local area.	June 2025	<b>Lead:</b> Executive General Manager Corporate Services. <b>Support:</b> Human Resources Director
	c) RAP Working Group to participate in external NAIDOC Week events.	First week July 2025	General Counsel (RAP champion)

# Opportunities

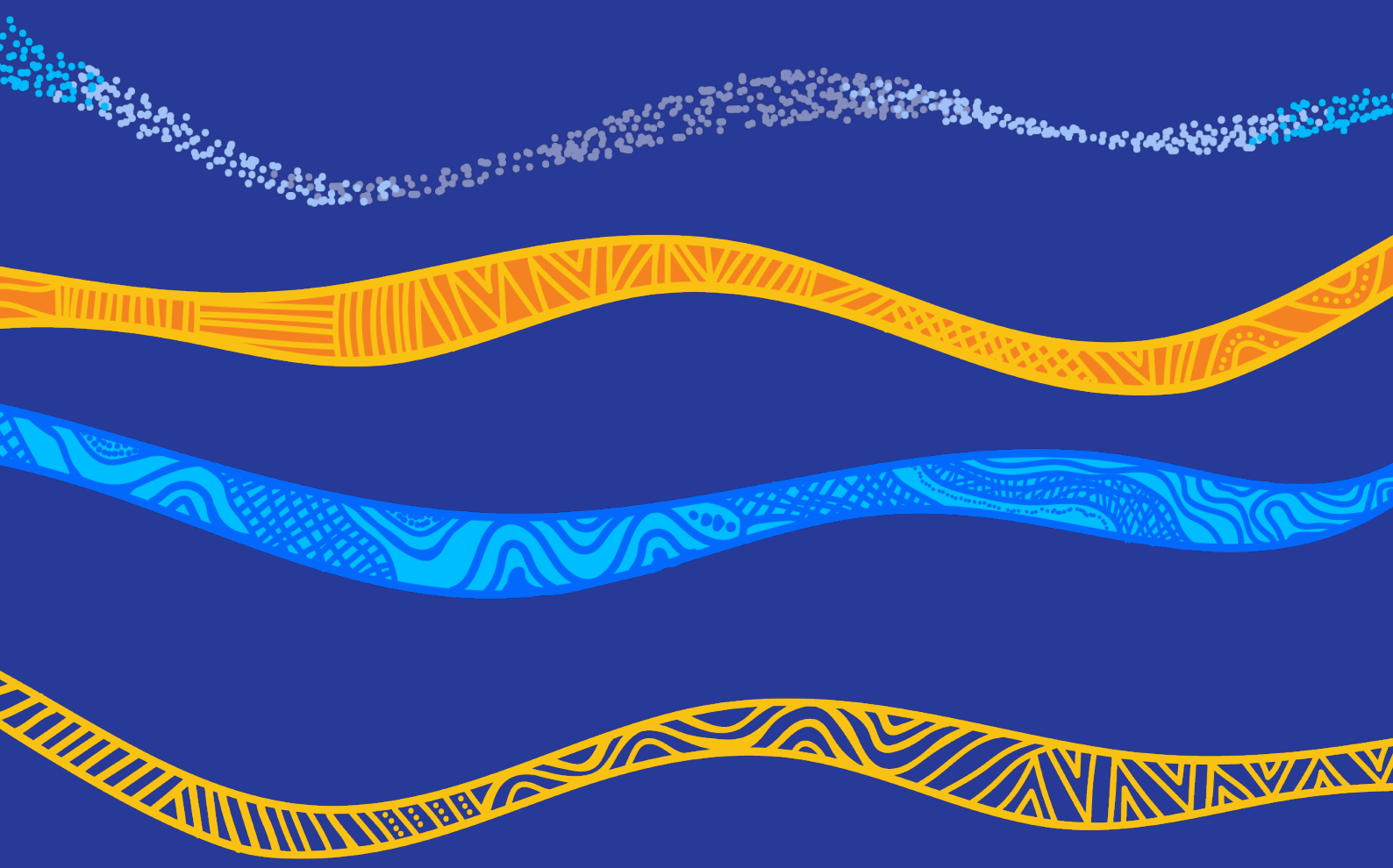


Action	Deliverable	Timeline	Responsibility
<b>8 Improve employment outcomes by increasing Aboriginal and Torres Strait Islander recruitment, retention and professional development.</b>	<b>a)</b> Research best practice strategies for increasing Aboriginal and Torres Strait Islander employment and retention within our organisation.	October 2025	<b>Lead:</b> Executive General Manager Corporate Services. <b>Support:</b> Human Resources Director
	<b>b)</b> Build understanding of current Aboriginal and Torres Strait Islander employees to inform future employment and professional development opportunities.	February 2025	<b>Lead:</b> Executive General Manager Corporate Services. <b>Support:</b> Human Resources Director
<b>9 Increase Aboriginal and Torres Strait Islander supplier diversity to support improved economic and social outcomes.</b>	<b>a)</b> Investigate Supply Nation membership.	April 2025	<b>Lead:</b> Executive General Manager Corporate Services <b>Support:</b> Procurement & Facilities Manager
	<b>b)</b> Research best practice strategies for procurement from Aboriginal and Torres Strait Islander owned businesses.	November 2025	<b>Lead:</b> Executive General Manager Corporate Services <b>Support:</b> Procurement & Facilities Manager

# Governance



Action	Deliverable	Timeline	Responsibility
10 Establish and maintain an effective RAP Working Group (RWG) to drive governance of the RAP.	a) Maintain a RWG to govern RAP implementation.	February 2025	<b>Lead:</b> Commissioner <b>Support:</b> General Counsel (RAP Champion)
	b) Establish Aboriginal and Torres Strait Islander representation on the RWG.	February 2025	General Counsel (RAP Champion)
	c) Draft a Terms of Reference for the RWG.	March 2025	Legal Director (RAP WG Lead)
11 Provide appropriate support for effective implementation of RAP commitments.	a) Identify and define resource needs for RAP implementation.	March 2025	Legal Director (RAP WG Lead)
	b) Engage senior leaders in the delivery of RAP commitments.	March 2025	<b>Lead:</b> Commissioner <b>Support:</b> General Counsel (RAP Champion)
	c) Maintain a senior leader to champion our RAP internally.	February 2025	Commissioner
	d) Define appropriate systems and capability to track, measure and report on RAP commitments.	March 2025	General Counsel (RAP Champion)
12 Build accountability and transparency through reporting RAP achievements, challenges and learnings both internally and externally.	a) 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.	July 2025	Legal Director (RAP WG Lead)
	b) Contact Reconciliation Australia to request our unique link, to access the online RAP Impact Survey.	1 August 2025	Legal Director (RAP WG Lead)
	c) Complete and submit the annual RAP Impact Survey to Reconciliation Australia.	30 September 2025	Legal Director (RAP WG Lead)
13 Continue our reconciliation journey by developing our next RAP.	a) Review RAP based on achievements, challenges and lessons learned	November 2025	<b>Lead:</b> Commissioner <b>Support:</b> General Counsel (RAP Champion)
	b) Register via Reconciliation Australia's <a href="#">website</a> to begin developing our next RAP.	November 2025	Legal Director (RAP WG Lead)



## For any queries, contact:

**Name** Lily Mitchell  
**Position** Legal Director  
**Ph.** 02 8296 7809  
**Email** [lily.mitchell@aemc.gov.au](mailto:lily.mitchell@aemc.gov.au)

Level 15, 60 Castlereagh St Sydney NSW 2000  
[www.aemc.gov.au](http://www.aemc.gov.au)



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