

An aerial photograph of a vast solar farm at sunset. The sun is low on the horizon, casting a warm orange glow over the landscape. The solar panels are arranged in neat, parallel rows that stretch across the field. A large, semi-transparent blue shape is overlaid on the left side of the image, containing the text. The overall scene is serene and emphasizes renewable energy.

FY26 Statement of Corporate Intent

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Purpose and disclaimer

AusEnergy Services Limited (ASL) compiles this document pursuant to section 5.1 of the Members Agreement between ASL, AEMO Limited (AEMO) and the State in the right of New South Wales.

The statement of corporate intent and business plan satisfy two of the three requirements under section 5.1 of the Members Agreement and constitutes ASL's:

- Statement of Corporate Intent for the financial year July 2025 to June 2026 (FY26); and
- Business Plan for the three financial years between July 2025 to June 2028 (FY26-28).

The documents were adopted by the ASL Board in September 2025 and provide an overview of how we intend to pursue our organisational vision and purpose from 1 July 2025 to 30 June 2026.

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Information contained in this document is based on information available at the time of writing, September 2025, and is subject to change.

Acknowledgement of country

ASL recognises the Traditional Custodians of Country throughout Australia and acknowledges that, wherever we work, we do so on Aboriginal and Torres Strait Islander lands.

We pay respect to the world's oldest continuing culture and First Nations peoples' deep and continuing connection to Country; and hope that our work can benefit both people and Country.

We recognise the ongoing challenges and opportunities in First Nations reconciliation. As we continue our reconciliation journey – having implemented our Reflect Reconciliation Action Plan (RAP) and now developing our Innovate RAP – we recognise the importance of embedding respect, understanding and meaningful engagement with Aboriginal and Torres Strait Islander peoples and cultures throughout our values and behaviours. Our commitment is ongoing, and reflected across the way we work, collaborate and connect.



Artwork credit: The 'Journey of unity: AEMO's Reconciliation Path' was created by Wiradjuri artist Lani Balzan.

Foreword



Greg Medcraft
Chair
ASL



Nevenka Codevelle
Chief Executive Officer
ASL

Not only do we need an energy system that is reliable, secure and sustainable – it needs to deliver better outcomes for the consumers that it serves.

Australia's energy transition is undoubtedly one of the most important and complex nationwide infrastructure initiatives being undertaken in Australia's recent history.

Most of Australia's coal-fired power stations will retire over the next ten years, requiring new sources of generation and networks of supporting infrastructure to secure energy supply.

This challenge isn't new – ASL has been working since 2021 to plan and secure investment in new energy infrastructure that delivers positive energy system, consumer and local outcomes.

The challenge, however, is more pressing.

Not only do we need an energy system that is reliable, secure and sustainable – it needs to deliver better outcomes for the consumers that it serves. This is at the core of our role as the NSW Consumer Trustee and is enshrined in our organisation's vision and purpose – shaping our approach to all areas of our work.

An exciting example of our commitment to consumer outcomes and the first corporate objective "plan and signal" is the 2025 Infrastructure Investment Objectives Report (IIO Report). Our fourth edition, published in August 2025, sets out a substantial increase in the pace and scale for development in NSW both before and after 2030. We've chosen this pathway because of the potential value for consumers, investors and developers – if we secure more infrastructure, sooner – the benefits to consumers are modelled to be up to to \$6.8 billion through lower wholesale prices compared to a slower-paced development pathway.

To help achieve this, we'll be running larger and additional tenders to secure more investment. For the first time too, we're using our role to support network augmentations across NSW to make the most of our existing and new REZ network infrastructure.

This exemplifies the ambition we're applying to our roles and unique position at the intersection of public policy and industry.

As an organisation, FY26 sees a formal change in identity to ASL, which reflects our independence and distinct role in the energy system. We remain well positioned to deliver for current clients and respond to emerging challenges, with a renewed client

focus encapsulated in a new Corporate Objective 5 ensuring we perform our roles and services effectively and to the satisfaction of stakeholders and government.

FY2026 is an important year for ASL and for the energy transition, and we're pleased to share this plan on how we're going to deliver on the challenge and operate an efficient and resilient organisation that is established to play a long-term role in Australia's energy system.

We would like to thank all those who have supported and will continue to support our work – the ASL team, our government partners and clients, industry and our Members – AEMO and the NSW Government – all of which are integral to the success of our work.

About ASL

Our vision

A net zero energy system that benefits all Australians.

Our purpose

Bridging ambition and action to deliver the energy transition.

Who we are

ASL is an independent partner for Australian governments undertaking energy infrastructure investment and delivery policies.

Our work is tailored for each government, and at its core includes securing investment in new energy infrastructure that delivers positive energy system, consumer and local outcomes.

Purpose-built to secure this investment, ASL has expanded from our foundational role as the NSW Consumer Trustee to provide tender delivery services for the Australian Government Capacity Investment Scheme and support for South Australia's FERM scheme.

ASL is a subsidiary of the Australian Energy Market Operator (AEMO), with an independent board.

Our expertise

We have in-house expertise to deliver on our vision, bringing together leading practitioners in the areas of:

- Energy and energy infrastructure investment and procurement
- Financial market and scheme design
- Energy modelling and systems
- Risk management and oversight
- Collaborative partnerships and stakeholder engagement
- Contract management of built energy delivery
- Social value and First Nations

Our values

We understand the importance of collaboration and integrity in achieving our objectives and realising a shared energy future that benefits consumers, the environment, local communities, and the market. That is why we are committed to a strong set of values that underpin our work, and which we seek to reflect in every interaction with our stakeholders and the public.

Character

Be our best – Inspire, empower, and exceed expectations

Connection

Better together

Commitment

Let's make it happen

Our services

Our services support investment in energy infrastructure across Australia, and include tender delivery and system planning, product design and advice, financial risk management, governance and assurance, social value services, stakeholder engagement, and contract management of built energy delivery.

Our diverse range of expertise, coupled with our ability to leverage that of AEMO, enables us to deliver a unique service offering to governments.

	Service Categories																	
	We plan and signal				We incentivise			We authorise and set fees			We progress and protect				We perform			
	System and network planning and advice to support energy infrastructure investment				Tenders and product advice to incentivise energy infrastructure investment			Technical advice and services to authorise and set fees for electricity infrastructure investments			Specialist advice and services to protect the long-term interests of consumers and progress the energy transition (beyond tenders)				Program management services and effective engagement across the stakeholder ecosystem			
Key Services	System Modelling	Network Planning	System Advice	Infrastructure Investment Reports and Outlooks	Financial Market and Product Design Advice	Tender Design and Management Services	Tender Assurance	Renewable Energy Zone Network and Network Upgrade Authorisation	Maximum Capital Cost (MCC) Determination	REZ Access Fees Determination	Contract Management	Financial Risk Modelling and Management	Social Value and Consumer Interests	Scheme Design and Establishment	Advisory and Other Services	Client and Program Management	Stakeholder Engagement and Communications	Strategic Energy Partnerships
Services provided to NSW Roadmap	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Services provided to Australian Government	●				●	●	●				●		●		●	●	●	●
Services provided to SA Government	●				●	●	●					●		●	●	●	●	●

Our contribution to the energy transition to-date

Progress made by ASL as of 30 June 2025 towards NSW infrastructure investment objectives and tender pathway as specified in the Infrastructure Investment Objectives (IIO) Report

20%
of NSW 2030
generation capacity
target underwritten through
2,452MW of constructed
and to-be-constructed
generation capacity
awarded LTESAs^{1,2}

South West
Renewable Energy
Zone access rights
recommended to the
NSW Infrastructure Planner
against an indicative
tender size of up to
3.98GW^{2,3}

40% of NSW 2030
66% of NSW 2034
LDS targets achieved
through 1,599MW /
18,382MWh of to-be-
constructed long-duration
storage capacity
awarded
LTESAs²

116%
of NSW 2023 firming
tender target achieved
through 1,075MW /
2,980MWh of firming
capacity awarded
through NSW
Tender 2^{4,5}

Current progress being made towards National minimum objectives via tenders conducted by ASL

18%
of CIS 2030 clean
dispatchable capacity
target recommended
through the selection of
10 projects equating to
1,649MW of constructed
and to-be-constructed
capacity^{5,6,7,8}

28%
of CIS 2030
generation capacity
target recommended
through the selection of
19 projects NEM-wide
equating to 6.38GW of
to-be-constructed
capacity^{5,7,8}

500MW
indicative WEM CIS
tender size for 4-hr
equivalent (2 GWh)
clean dispatchable
capacity^{5,9}

6GW renewable
4GW dispatchable
indicative NEM-Wide CIS
tender size for renewable
and dispatchable
capacity¹⁰

1. All generation infrastructure built in NSW after 2019 counts towards minimum objective. ASL contributed only includes projects awarded an LTESA.
2. Tenders (aemoservices.com.au) – See Closed Tenders – NSW Roadmap – Tender Round 1, 3 & 4.
3. Outcome of access rights tender to be announced in coming weeks. Infographic to be updated for final statement of corporate intent.
4. NSW tender for firming capacity exceeds expectations (aemoservices.com.au)
5. Joint media release: Big boost to reliable renewables in NSW | Ministers (dcccw.gov.au)
6. Capacity Investment Scheme supports 6 new projects in Vic and SA – DCCEEW
7. Tenders (aemoservices.com.au) – See Closed Tenders – CIS – SA-VIC Tender, NEM Tender 1 and NEM Tender 2.
8. Closed CIS tenders – DCCEEW
9. Capacity Investment Scheme - Western Australia Design Paper - Climate (dcccw.gov.au)
10. Expanded Capacity Investment Scheme (CIS) – Design Paper - Climate (dcccw.gov.au)

Our business and clients

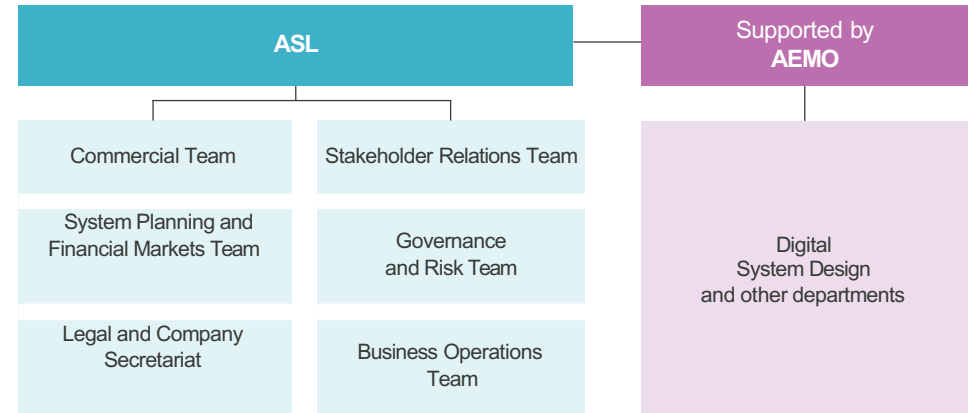
ASL provides tender delivery and advisory services to support investment in energy infrastructure across Australia.

Our role requires us to navigate complex problems and diverse stakeholder interests, as we help to bridge potential gaps between the public and private sectors to enable Australia's energy system to transform in a way that benefits all Australians.

In order to achieve success, we have structured our business to best deliver our service offering through an in-house workforce of talented experts, supported by AEMO, and supplemented through external advisors.

ASL operates on a not-for-profit but full cost recovery basis to provide cost-effective services.

Structure



Since establishment in 2021, ASL has evolved to service three government clients:

New South Wales Government



Electricity Infrastructure Investment Act (NSW Roadmap)

Role: NSW Consumer Trustee

Australian Government



Capacity Investment Scheme (CIS)

Role: Delivery Partner (subcontracted via AEMO)

South Australian Government



Firm Energy Reliability Mechanism (SA FERM)

Role: Scheme Administrator

Details on the program, services provided, FY2026 focus and performance measures for each of our three government clients is outlined within this document.

NSW program at a glance



Government policy objectives

In November 2020, the NSW Government released the NSW Electricity Infrastructure Roadmap which is the state's 20-year plan to transform NSW's electricity system into one that is affordable, clean and reliable for everyone. The Roadmap is enabled by the Electricity Infrastructure Investment Act 2020 (EII Act) and is designed to maximise the long-term financial interests of NSW electricity consumers. The Roadmap will support the state and private sector to deliver at least:

12GW of new renewable electricity generation

to replace retiring coal-fired power stations.

New network infrastructure

to deliver energy to consumers.

2GW of new long-duration storage

(plus new firming) to better respond to our electricity needs and improve reliability of the grid.

More than \$32 billion of private sector investment

to be injected into the NSW economy by 2030.

Our role in NSW

In 2021, the NSW Government appointed ASL as the independent Consumer Trustee under the NSW Electricity Investment Infrastructure Act, to protect the long-term financial interests of NSW electricity consumers.

Statutory functions and service offering:

- Energy Planning and Advisory Services
- Tender Design and Management Services
- Network Operator Authorisation Services
- Access Fee Determination Services
- Risk Advisory Services
- Financial Markets Expertise
- Scheme Services
- Contract Management Services

Jurisdictions:

- NSW

Client and beneficiaries:

- Client: NSW Government
- Beneficiaries: NSW electricity consumers

Engagement Type:

- Statutory appointment

Key stakeholders

- NSW Government, government agencies and Roadmap partners (Including: Financial Trustee (FT), Scheme Financial Vehicle (SFV) and EnergyCo)
- Proponents throughout NSW
- Financiers and investors
- Local and First Nations communities in NSW
- NSW electricity consumers

Funding source

- Regulatory funding for performing the role of the NSW Consumer Trustee.
- Funding is administered through SFV via the contribution determination mechanism under the NSW Electricity Infrastructure Investment Act.

CIS program at a glance



Government policy objectives¹¹

The Capacity Investment Scheme (CIS) provides a national framework to encourage new investment in renewable capacity, such as wind and solar, as well as clean dispatchable capacity, such as battery storage. It aims to help build a more reliable, affordable and low-emissions energy system for all Australians. The CIS involves the Australian Government seeking competitive tender bids for renewable capacity and clean dispatchable capacity projects to:

Deliver an additional **40GW** of capacity by 2030 made up of **26GW** of renewable capacity representing **\$73 billion** in investment and **14GW** of clean dispatchable capacity representing **\$15 billion** in investment¹¹

Fill expected **reliability gaps** as ageing coal power stations exit

Deliver the Australian Government's **82%** renewable electricity by 2030 target

Our role in the CIS

In 2023, AEMO and ASL were engaged by the Australian Government to support the roll-out of the Capacity Investment Scheme as a tender delivery and contract management partner, bringing together our expertise in energy market design, management, and procurement.

Service offering:

- Tender Design Services
- Tender Management Services
- Contract Management Services
- Program Management Services
- Advisory Services

Markets:

- NEM and WEM

Client and beneficiaries:

- Australian Government
- All Australian households and businesses

Engagement Type:

- Fee-for-Service Contract

Key stakeholders

- Governments
- Proponents throughout Australia
- Financiers and investors
- Local and First Nations communities
- Energy consumers
- Industry

Funding source

- Contractual funding for the performance of services as a sub-contractor to AEMO – the contracted service delivery partner under the CIS SA-Vic and CIS National Contracts.

11. <https://www.dcccew.gov.au/energy/renewable/capacity-investment-scheme> and <https://www.dcccew.gov.au/about/news/a-40-gw-target-boost-australia-energy-system>

SA FERM portfolio at a glance



Government policy objectives¹²

The Government of South Australia has developed a framework to support sufficient long duration firm capacity to ensure secure, reliable and resilient electricity supply for South Australia, at least-cost to consumers.

As part of an annual Firm Energy Requirements Assessment (FERA), the Minister for Energy and Mining will define a rolling five-year Firm Energy Target (FET) that prescribes the required amount of long duration firm capacity to manage risks to energy reliability.

To meet the FET, long duration firm capacity generators will annually tender for contracts that underwrite a portion of their revenue through the Firm Energy Reliability Mechanism (FERM).

The mechanism will operate independently from the Government of South Australia within a transparent, equitable and accountable governance framework established under the National Electricity (South Australia) (Firm Energy Reliability and Orderly Exit Management) Regulations 2025, that were gazetted on 18 September 2025.

Our role in FERM

In 2025, AEMO and ASL were engaged by the South Australian Government to support the design and roll-out of the Firm Energy Reliability Mechanism as an advisor. In October, ASL was appointed as Scheme Administrator, bringing together our expertise in financial and capital markets, energy scheme design and establishment, and tender delivery.

Service offering:

- Tender Design Services
- Tender Management Services
- Scheme Design
- Scheme Establishment
- Program Management Services
- Advisory Services

Jurisdictions:

- South Australia

Client and beneficiaries:

- SA Government
- All South Australian households and businesses

Engagement Type:

- Initial Short-term Contract as sub-contractor to AEMO
- Instrument of Appointment and Services Agreement

Key stakeholders

- Governments
- Proponents throughout SA
- Financiers and investors
- Local and First Nations communities in SA
- Energy consumers
- Industry

Funding source

- ASL's initial engagement was funded through a fee-for-service arrangement for the delivery of services as a sub-contractor to AEMO – the contracted service delivery partner under the SA FERM Contract.
- Fee-for-service under the Services Agreement
- Regulatory funding for performing the role of the Scheme Administrator

¹² <https://yoursav.sa.gov.au/97490/widgets/450985/documents/299102>

**Our FY26
strategic and
operational focus**



A journey towards common priorities

Our priorities are aligned to AEMO, so collectively we can make the greatest contribution to the delivery of a net zero energy system that benefits all Australians.

Navigating the energy future

ASL offers services to governments to plan, partner and progress energy investment at the pace and scale needed to deliver the energy transition.

Governments throughout Australia are setting clear pathways for the nation's energy future – one where the decarbonisation of energy underpins Australia's net-zero ambitions.

To successfully execute our roles and functions, we have enlisted a diverse mix of expertise and experience that spans across infrastructure development and financing, financial markets, governance and risk and market modelling.

We deliver core functions as the NSW Consumer Trustee that will enable the successful implementation of the NSW Roadmap, including the IIO Report which is our plan to meet NSW's future electricity infrastructure needs, NSW Renewable Energy Zones (REZs) Network Authorisations, policy advice and tender delivery.

We also apply this experience and expertise to the Capacity Investment Scheme (CIS) and the SA FERM. We provide tender delivery, contract management, advisory and other services that enable governments to transform Australia's energy systems and deliver value to consumers, taxpayers, and host communities alike.

Engaging our stakeholders

Be a trusted partner working with our stakeholders to deliver better energy outcomes for consumers and the community.

As the energy transition progresses, the stakeholder landscape continues to evolve and expand. Tackling the increasingly complex challenges of the transition requires ever greater collaboration across market bodies, industry, jurisdictions, communities and consumers.

ASL is working to build better connections between stakeholders, and the ambitious plans that are guiding the energy transition. We recognise that stakeholders have their own unique view of what success looks like for the transition and acknowledge these insights are critical to deliver the energy investment and action we need. Leveraging our in-house expertise to support stakeholders we will continue to engage transparently, openly, and collaboratively to deliver the best energy outcomes for all Australians.

We are committed to delivering social value. We recognise achieving positive social outcomes is fundamental not only in delivering the infrastructure required for Australia's energy future, but also to ensure consumers and communities have a voice in the energy transition.

We are committed to First Nations reconciliation by respecting and engaging with Aboriginal and Torres Strait Islander peoples, embedding these values in our work. Having completed our Reflect RAP, we are now developing our Innovate RAP to further integrate these principles.

Evolving the way we work

Be an adaptive, effective, commercially minded, and consumer-focused organisation.

We cannot deliver our vision and purpose without outstanding talent and a strong organisational foundation.

We continue to strive to be a great place to work, where we leverage the diverse perspectives, skills, and capabilities of all our employees whilst providing them with meaningful and challenging opportunities.

To make a positive contribution to Australia's energy transition, we must be agile, innovative, and efficient. This means that any systems, processes, and technologies we employ must deliver an optimal user experience for our people, proponents and our stakeholders.

We will ensure our organisation is cost-effective and well-governed, applying financial, risk, and compliance rigour to our work and operating within the parameters defined by our members agreement and our legislative and contractual obligations.

Our strategic objectives

Our vision

A net zero energy system that benefits all Australians.

Our purpose

Bridging ambition and action to deliver the energy transition.

We will execute our strategic and operational objectives to deliver our organisational vision and purpose.

AEMO Priority

Navigating the energy future

Be a partner of choice to plan and procure energy investment at the pace and scale required to achieve a net-zero energy system.

ASL Objective 1

Plan and Signal

To provide high-quality planning advice to attract investment in the energy transition for the benefit of all Australians.

ASL Objective 2

Incentivise

To conduct high-quality competitive tenders and provide expert advice to incentivise necessary investment in the energy transition for the benefit of all Australians.

ASL Objective 3

Authorise and Set

To exercise our authorisation function for Renewable Energy Zones and set access fees on NSW electricity infrastructure investments that deliver long-term value to NSW consumers and communities.

ASL Objective 4

Progress and Protect

To progress the built energy infrastructure required to deliver the energy transition and protect the long-term interests of consumers and communities.

AEMO Priority

Engaging our stakeholders

Be a trusted partner working with our stakeholders to deliver better energy outcomes for consumers and the community.

ASL Objective 5

Perform

To perform our functions and services in accordance with contractual and legislative obligations and to the satisfaction of stakeholders and government.

AEMO Priority

Evolving the way we work

Be an adaptive, effective, commercial and consumer-focused organisation.

Bridging ambition and action



ASL seeks to play a unique and necessary role in supporting the Australian energy transition through practical and impactful action.

We aim to bridge the ambition of governments and actions of industry by bringing forward and supporting investment to deliver the energy transition. We will achieve this by augmenting our service offering to deliver robust, timely and efficient services that respond to the energy objectives of governments. In addition, we look to share critical insights on the outlook for current and future investment, help to support the delivery of social value benefits, and provide trusted advice that assists policy makers to achieve their objectives.

It would not be possible for ASL to support Australia's energy transformation without an exceptional workforce that delivers the capabilities critical to our success. Nurturing and growing our talented people is a fundamental element in our strategy to bridge ambition and action.

Key FY26 priorities to support ASL's service offering to bridge ambition and action



Innovation and Efficiency

Evolve our services in line with government objectives and embed our single stage tender process to deliver faster tender outcomes, reduce tender overlap, and increase tender frequency



Planning for ambition

Track progress towards ambitious energy infrastructure targets

Assess the investment pipeline and pipeline constraints

Identify and publish insights that assist governments and investors to address barriers



Relationships

Identify and activate strategic relationships across the stakeholder ecosystem to advance investment and energy objectives

Ensure stakeholder needs are front of mind in the work we do and the way we do it



Social Value

Support the delivery of social value benefits for local and First Nations communities through energy tenders and our other functions to deliver the social value objectives of governments.



Assurance and Risk Advisory

Evolve our risk management framework to reflect the changing policy and market context to protect consumers from financial risks.



Our People

Attract, retain and develop our people to ensure we have in-house expertise to provide the full suite of services to deliver on our vision and purpose.

Scaling up to meet governments' needs



Delivering to scale

To deliver our vision and purpose, ASL will pursue a fit-for-purpose operating model that delivers our functions at the pace and scale required to meet governments' needs.

We will consolidate and optimise our systems and processes as we expand to drive efficient, effective, and economic delivery of our service obligations and contracts. We will ensure that ASL operates with integrity, deploying effective risk management, governance, and assurance.

We will foster an inclusive, high-performing culture to enable our people to learn, lead and thrive. We embarked on a journey of scale up in FY25 and will continue into FY26, with our key scale up, efficiency and effectiveness activities listed on the following page.

Progress is being made on our key scale up, efficiency and effectiveness priorities



Design a Consumer Trustee governance framework and requirements for the FT/SFV under the revised SFV operating model.

Complete



Conduct performance audit readiness activities and manage internal audit and required regulatory processes.

Complete



Support the business to implement organisational structure changes in line with revised operating models.

Complete



Uplift the contract management function and agree the scope of services provided to the Australian Government, and under the NSW Roadmap.

Complete



Develop a holistic people strategy to attract, retain and develop talent and promote high levels of engagement.

Complete



Evolve the tender delivery structure and processes as we scale up, for improved efficiency and fit-for-purpose delivery.

Complete



Optimise ASL operating models including leveraging AEMO Group capabilities.

Continuing into FY26



Agree the role of ASL in the delivery of contract management services resulting from NSW and CIS tenders.

Continuing into FY26



Deliver efficient, robust, and scalable risk and assurance practices across all core functions and operating models.

Continuing into FY26



Drive improved workforce planning, financial modelling and cost allocation to mitigate liquidity fluctuations, labour constraints and workload variability.

Continuing into FY26



Pursue automation and efficiency improvements to enable scaleup of ASL operations.

Continuing into FY26



Uplift client and program management capabilities and capacity to support multi-client servicing and program growth.

Continuing into FY26



Invest in our people, and implement a workforce strategy that builds the skills and capabilities necessary for our evolving organisation.

Ongoing



Foster an inclusive culture to enable our people to learn, lead and thrive as we deliver on our purpose.

Ongoing

Our key operating principles

ASL endeavours to operate in accordance with the following key operating principles:

Governance, risk, and assurance

ASL is governed by an independent Board of Directors, who are supported by a strong governance framework. The Board and its Committees balance oversight of ASL's policies, budget, and long-term strategy with management's delivery of ASL's key organisational objectives and responsibilities, including business performance, risk and compliance management, and stakeholder engagement.

ASL conducts half-yearly and annual "Statements of Compliance" to ensure we execute the functions consistent with our obligations under the NSW EII Act and annual "Statements of Compliance" to the service contracts.

Risk statement

ASL is committed to maintaining a comprehensive and integrated risk management capability that is embedded into every business activity, decision, function, and process aligned to the international Risk Management Standard ISO 31000:2018 Risk Management – Guidelines.

ASL's risk management approach includes the following Board and executive leadership approved artefacts:

- Group risk management policy
- Enterprise Risk management framework
- Risk Appetite Statement

Accountability for risk management across ASL sits with the Board, including guidance on the level of acceptable or appropriate risk to meet our corporate plan objectives and their implementation.

Consolidation and efficiency

Leveraging the best of AEMO

Where it is sensible and feasible to do so, we will replicate or leverage AEMO's systems, processes, and expertise to deliver cost-effective and operationally efficient solutions that drive economies of scale and scope for the benefit of energy consumers. All services obtained from AEMO are agreed and paid for via service agreements.

Service model

We are committed to the supply of innovative functions and services that are delivered at the right cost, by a talented workforce, with appropriate ring-fencing, through repeatable processes and effective implementation. This allows us to flex, scale and simultaneously deliver multiple functions and services without undue cost or disruption to current operations and work programs.

Efficiency

We are focused on service excellence, which means that any systems, processes, and technologies that we implement must be streamlined, efficient, cost-effective, and deliver an optimal user experience.

Organisational capability and capacity

Workforce

ASL has built organisational capacity and capability to respond effectively to priorities and to meet the needs and expectations of our members and stakeholders. We aim to have the right mix of people, with diverse skills and life experiences, to support ASL to deliver value in an increasingly complex environment. We work in a highly responsive, fast-paced, and flexible work environment where collaboration internally and externally is key to supporting priorities.

Talent sourcing

Approximately 81% of ASL's operating expenditure is derived from three primary cost categories all related to the provision of resources.

We continuously balance our talent-sourcing strategy to ensure flexible, timely, and cost-effective access to the skills and expertise needed to exercise our functions. Where it serves the interests of energy consumers, we will acquire and maintain an expert in-house workforce. Where this is not financially viable, we will complement our in-house capability through best-in-class external advisors and experts. This includes leveraging AEMO's capabilities and expertise, and engaging consultants and contingent labour to bolster our available skills and capacity and ensure independent advice where required.

