



**2026 - 2028**

# **Disability and Accessibility Action Plan**



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# Acknowledgement of Country

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

We acknowledge 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.



**'Journey of unity: AEMO's Reconciliation Path' by Lani Balzan**

AEMO is proud to have launched its first Reconciliation Action Plan in May 2024. 'Journey of unity: AEMO's Reconciliation Path' was created by Wiradjuri artist Lani Balzan to visually narrate our ongoing journey towards reconciliation - a collaborative endeavour that honours First Nations cultures, fosters mutual understanding, and paves the way for a brighter, more inclusive future.



**READ OUR RAP**

## Contributors

We gratefully acknowledge the guidance and contributions from our employees with disability, carers, and the Australian Disability Network who have supported the development of this Disability and Accessibility Action Plan.



## A message from our CEO



I am proud to present AEMO's first Disability and Accessibility Action Plan (DAAP). It forms an integral part of AEMO's Diversity, Equity and Inclusion program of work and through its delivery, will be another example of how we bring our values to life.

AEMO welcomes diverse people from all walks of life, and it is critical that our workforce is representative of the community we serve.

People with disability represent 21.4% of the Australian population and many disabilities are invisible. Disabilities may be permanent or temporary and can be acquired at any stage of life.

People with disability, including those who identify as neurodivergent, currently represent an untapped talent pool with diverse skills, experience and perspectives. Through the implementation of the DAAP, we will take deliberate steps to actively recruit and engage this talent pool to help us to achieve our strategic priorities and navigate the complexities of the energy transition.

As we deliver this plan, we will remove barriers that prevent equitable access to our organisation for employees, stakeholders and clients. We will continue to create a workplace culture that is safe and inclusive and enables everyone to bring their best every day.

I want to acknowledge and thank our employees with disability, and carers, who have shared their lived experience and actively contributed to the development of this plan in partnership with the Australian Disability Network. Your ongoing input will be critical as we drive positive and meaningful change within AEMO.

I look forward to supporting the implementation of the plan and seeing the positive impact it has for people with disability, carers and the Australian public.

As we work together to ensure Australians have safe, secure and reliable energy now and into the future, I am confident that we will all benefit from a truly inclusive and accessible workplace where all people are valued, can play to their strengths and can thrive.

**Daniel Westerman**  
AEMO Chief Executive Officer

A stylized, handwritten signature in black ink, appearing to read 'Daniel'.

### What is disability?

Persons with disabilities include those who have long-term physical, mental, intellectual, or sensory impairments, which in interaction with various barriers may hinder their full and effective participation in society on an equal basis with others.

Source: [What is disability? - Australian Disability Network](#)





## A message from Australian Disability Network CEO



A warm congratulations to the Australian Energy Market Operator (AEMO) on the development and launch of their Disability & Accessibility Action Plan 2026-2028.

Developed with valuable input from AEMO's employees, including people with diverse lived experience, members of AEMO's Diversity, Equity and Inclusion Committee and key business leaders from across the organisation,

this plan has thoroughly considered all aspects of AEMO's operations.

Centring around four themes of Our People, Our External Stakeholders and Service Users, Our Suppliers and Community Partners and Governance and Reporting provides a strong foundation in guiding AEMO to continue advancing a disability confident workforce.

As an active member of our network since 2023, AEMO continuously demonstrates their ongoing commitment to ensuring equitable access for all employees.

AEMO's recent launch of the workplace adjustment policy and procedure is a testament to their commitment to actions towards disability inclusion. Australian Disability Network applauds the efforts made by AEMO in developing this Disability & Accessibility Action Plan.

**Deborah Homewood**

Chief Executive Officer - Australian Disability Network



**"For far too long people with disability and their carers have been excluded from participating fully in organisational life and the broader community. This must change.**

**I am delighted to announce the launch of our first Disability and Accessibility Action Plan at AEMO. This is a significant step forward in our commitment to ensuring our organisation is accessible to all our people, stakeholders and the broader community.**

**Our work is just beginning, but I am confident that by creating together an accessible and inclusive workplace, not only do our values come to life, but we can build a more equal and inclusive future for people with disability and carers and create an environment where their potential is fully realised.**

**I invite you to come on this journey with me."**

**Gordon Dunsford**

Executive Sponsor for Disability Inclusion



# Our business

## About AEMO

As the Australian Energy Market Operator (AEMO), we are shaping a better energy future for all Australians.

We are the independent energy market and system operator and system planner for the National Electricity Market (NEM) and Western Australia's Wholesale Electricity Market (WEM). Our role is to manage electricity and gas systems and markets across Australia, helping ensure Australians have access to affordable, secure and reliable energy, now and in the future.

AEMO is a member-based company limited by guarantee. Australian federal, state and territory governments have a 60 per cent membership interest, and industry members have 40 per cent.

As a not for profit, AEMO's operating costs are recovered through fees paid by market participants, and through other funding mechanisms such as fee-for-services activities.

As Australia's energy transition has evolved, so have AEMO's role and functions. Increasingly, AEMO is partnering with governments to support the delivery of new investment in energy infrastructure, and subsidiary AEMO Services is helping transform Australia's energy system and bring forward new investment in energy infrastructure.

Our Disability and Accessibility Action Plan (DAAP) is a long-term commitment that aligns with our Corporate Plan, Diversity, Equity and Inclusion (DE&I) Strategy and our organisation's values, Character, Connection and Commitment.

The DAAP will be implemented across AEMO and AEMO Services.



## Our people

Our people are our most important asset, and we work with the best and brightest to build and operate strong and effective energy markets and systems.

AEMO comprises more than 1500 permanent employees. In our 2024 annual employee Engagement Survey, 59 employees reported they are neurodivergent and 79 employees indicated that they live with disability.

We have increased our commitment to ensuring that AEMO represents the community we serve through the delivery of our second Diversity, Equity and Inclusion Strategy.

Disability is a key strategic focus area for AEMO. We aspire to maintain sustainable and meaningful employment and career development opportunities for people with disability, including those who identify as neurodivergent, and carers.

## Our locations

Our offices are located at:

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

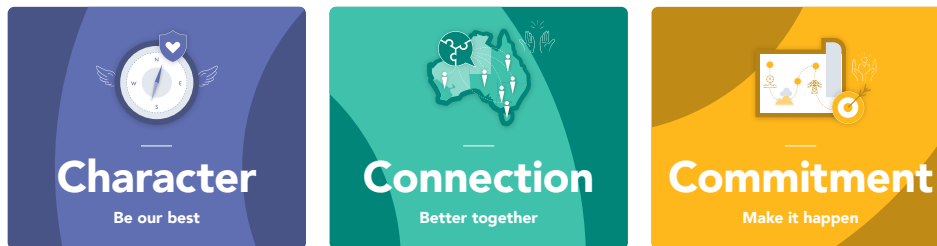


## Our vision

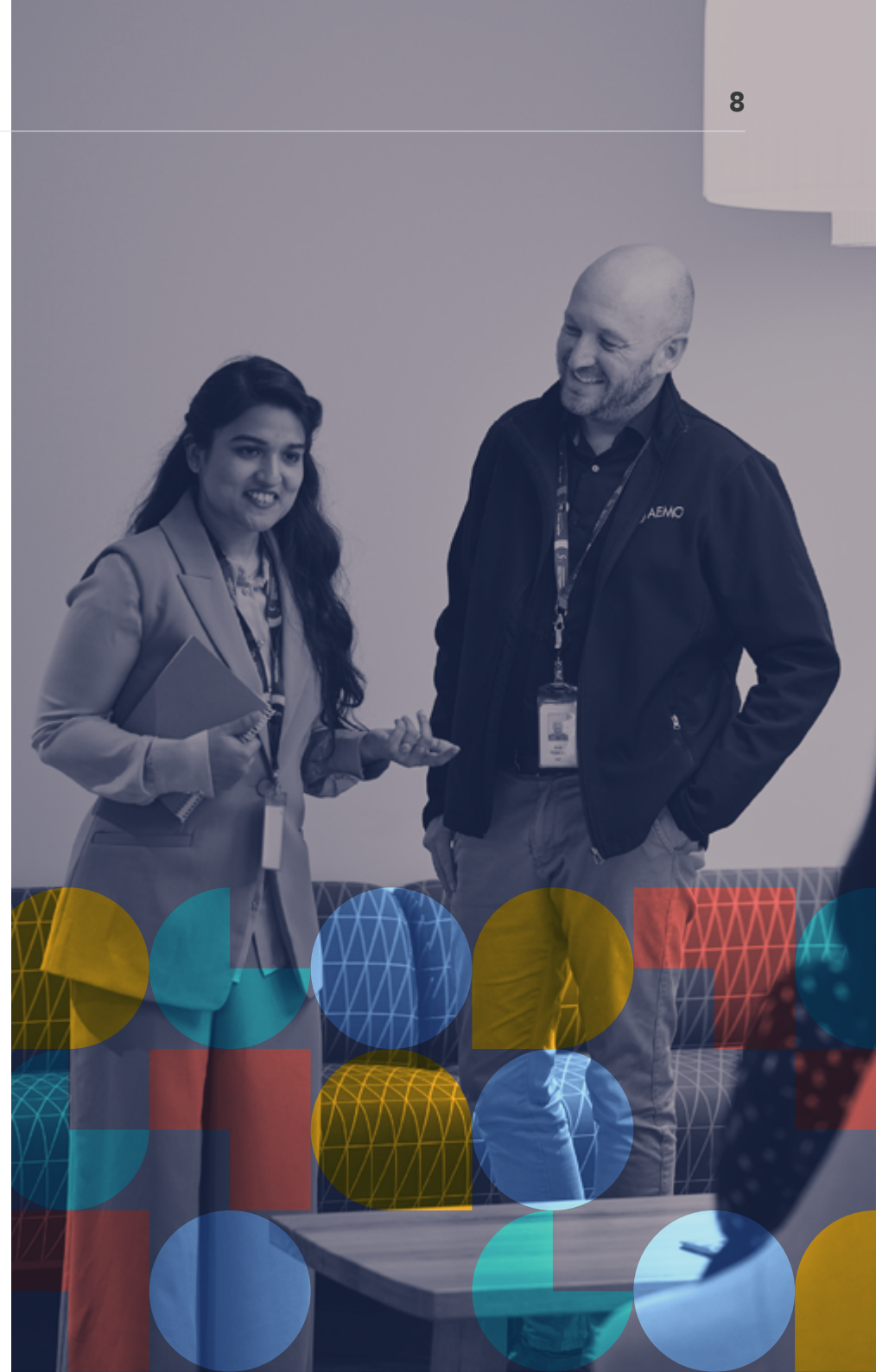
Through the development and delivery of this DAAP, we are embarking on a journey to create a workplace that is safe, accessible and inclusive of people with disability.

## Our approach

In developing this plan, we have drawn on AEMO's values of Character, Connection and Commitment, ensuring that our approach to access and inclusion puts our people, external stakeholders and service users at the very heart of all that we do.



As we developed this plan, it was critical that employees with disability and carers were involved. With the valued support of the Australian Disability Network, we adopted a collaborative design approach that included people with diverse lived experience, members of AEMO's Diversity, Equity and Inclusion Committee, and key business leaders from across the organisation.





## Building a foundation

Before developing this plan, we have taken steps to start to bring this vision to life, providing a foundation for its implementation:



Partnered with the Australian Disability Network to guide and support our work in an informed and measured way.



Appointed a member of the Executive Leadership Team as the Executive sponsor and champion for AEMO's disability program of work.



Developed and launched a Workplace Adjustment Policy and Procedure.



Collected data on the experiences of people with disability through AEMO's annual engagement survey.



Delivered Disability Confidence training to uplift awareness and capability within the People and Culture team.



Engaged the Australian Disability Network to conduct a dignified access review of AEMO's new Melbourne office.



Established the Disability and Accessibility Action Plan Steering Committee to help develop this plan and play a critical role in its implementation.



Celebrated International Day of People with Disability in 2022, 2023 and 2024 to raise awareness of visible and invisible disabilities.



## Creating an environment where everyone thrives

At AEMO we believe that embracing diversity strengthens us all. By actively removing barriers and fostering inclusion, we unlock the full potential of every individual and enrich our collective experience, ensuring AEMO is better equipped to achieve our strategic priorities.

In the following pages, a detailed roadmap outlines how we will achieve our vision of becoming a disability confident organisation. We have identified four priority areas (pillars) and established measurable commitments.

This plan is a living document, subject to periodic review and evaluation as we learn and adapt.

# Pillar One – Our people

AEMO is a place where people with disability are welcome, respected and celebrated because we know that diversity makes us better.

Our commitment	Action	Timeframe	Accountability
<b>1.</b> AEMO will foster a disability confident* culture with a focus on building knowledge, awareness and capability across the organisation.  (*To be disability confident means that we anticipate that some employees and stakeholders have disability, and we feel positive about our ability to respond fairly and respectfully to accommodate their requirements).	1.1 Uplift disability confidence through disability awareness training, including: <ul style="list-style-type: none"> <li>a. Providing an e-learn module for employees to raise awareness of visible and invisible disabilities</li> <li>b. Ensuring relevant specialist teams complete disability awareness training including, but not limited to: HR Services, Safety, Health and Wellbeing, Talent Acquisition, Organisational Development, Property Services, Workplace Experience, Communications, Digital and Procurement.</li> </ul>	FY26 (Year 1)	EGM People and Culture
	1.2 Provide mandatory online training and resources to support people leaders to build skills and confidence in leading people with disability or employees who identify as neurodivergent.	FY26 (Year 1)	EGM People and Culture
	1.3 Establish a dedicated SharePoint page to house information and resources relating to workplace accessibility and inclusion.	FY26 (Year 1)	EGM People and Culture
<b>2.</b> AEMO will build a diverse workforce reflective of our community through meaningful, sustained employment opportunities.	2.1 Review language in job advertisements for all roles to ensure they are inclusive and encourage diverse candidates to apply.	FY26 (Year 1)	EGM People and Culture
	2.2 Provide training and resources to ensure the Talent Acquisition team and hiring managers are aware of accessible, inclusive and non-discriminatory recruitment practices.	FY26 (Year 1)	EGM People and Culture
	2.3 Achieve Disability Confident Recruiter status with Australian Disability Network.	FY27 (Year 2)	EGM People and Culture
	2.4 Ensure Position Descriptions as well as other methods of communication are accessible during the recruitment process.	FY27 (Year 2) FY28 (Year 3)	EGM People and Culture
	2.5 Showcase AEMO as an employer of choice for people with disability and carers.	FY28 (Year 3)	EGM People and Culture
	2.6 Participate in Australian Disability Network's annual Positive Action towards Career Engagement (PACE) mentoring program.	FY27 (Year 2)	EGM People and Culture
	2.7 Participate in Australian Disability Network's annual Stepping Into Internships program.	FY28 (Year 3)	EGM People and Culture

Our commitment	Action	Timeframe	Accountability
3. AEMO will provide equitable access to learning and development and career progression opportunities.	3.1 Provide training and resources to ensure employees and people leaders are aware of how to create accessible learning content and how to facilitate diverse learners.	FY27 (Year 2) FY28 (Year 3)	EGM People and Culture
	3.2 Apply accessibility practices to all learning and development content such as closed captions, voice-over and Web Content Accessibility Guidelines compliance.	FY27 (Year 2) FY28 (Year 3)	EGM People and Culture
	3.3 Ensure workplace adjustments are available to employees as a part of performance management and learning and development processes.	FY26 (Year 1)	EGM People and Culture
4. AEMO will recognise and celebrate people with disability and provide a forum for people with accessibility requirements to connect and provide support.	4.1 Establish an employee-led, peer support network for people with disability and employees who identify as neurodivergent.	FY26 (Year 1)	EGM People and Culture
	4.2 Support events and activities relating to people with disability and neurodiversity.	Ongoing	EGM People and Culture
5. AEMO will enable a safe and inclusive working environment where our people can thrive and reach their potential.	5.1 Assess the employee and external visitor experience to determine whether people with disability, and those who identify as neurodivergent, have dignified access to all AEMO premises.	FY27 (Year 2)	EGM People and Culture
	5.2 Implement priority recommendations arising from the above review (5.1).	FY28 (Year 3)	EGM People and Culture
	5.3 Implement priority recommendations arising from the Australian Disability Network's dignified access review of the Melbourne office.	FY26 (Year 1)	EGM People and Culture
	5.4 Regularly promote the availability of workplace adjustments to the entire workforce.	Ongoing	EGM People and Culture
	5.5 Provide resources to ensure employees are aware of the process for requesting and implementing adjustments throughout the employee lifecycle and that people leaders can confidently receive, discuss, implement, and monitor workplace adjustments.	Ongoing	EGM People and Culture
	5.6 Continue to promote the availability of flexible working options to give neurodivergent employees, people with disability and carers a choice in where, how and when they work.	Ongoing	EGM People and Culture
	5.7 Improve access to assistive and adaptive technology by educating teams and through promotion to all employees.	FY27 (Year 2)	EGM Digital EGM Finance and Governance EGM People and Culture
	5.8 Develop a process for assessing the impact of planned digital products and software purchases as well as upgrades on existing assistive technologies used by employees.	FY27 (Year 2)	EGM Digital
	5.9 Through AEMO's annual engagement survey, monitor the workplace experience of employees with disability or who identify as neurodivergent and use this feedback to inform future initiatives to be delivered as a part of this DAAP.	Ongoing	EGM People and Culture



Our commitment	Action	Timeframe	Accountability
	5.10 Establish a dedicated role within People and Culture (or part role) that can be a key point of contact for employees with workplace adjustments.	FY26 (Year 1)	EGM People and Culture
	5.11 Regularly promote the availability of special paid leave (5 days per annum) to help employees manage their disability and/or chronic health conditions.	Ongoing	EGM People and Culture
	5.12 Explore the feasibility of allowing people with disability and neurodivergent employees to purchase additional paid personal leave to help manage their disability and/or chronic health conditions.	FY26 (Year 1)	EGM People and Culture
	5.13 Explore the feasibility of allowing employees with caring responsibilities to purchase additional paid carers' leave.	FY26 (Year 1)	EGM People and Culture
	5.14 Develop a Personal Emergency Evacuation Plan (PEEP) template and provide training to people leaders to build capability in the use of PEEPs with their team members.	FY26 (Year 1)	EGM People and Culture
6. AEMO will ensure accessible communications for all employees.	6.1 Undertake an audit of AEMO's intranet to ensure it meets current web accessibility compliance standards.	FY27 (Year 2)	EGM Policy and Corporate Affairs
	6.2 Following the completion of the audit in 6.1, establish a program of work to deliver prioritised updates.	FY28 (Year 3)	EGM Policy and Corporate Affairs
	6.3 Where appropriate, ensure documents are provided in alternative formats (easy-read, Word and PDF).	FY27 (Year 2) FY28 (Year 3)	EGM Policy and Corporate Affairs EGM People and Culture
	6.4 Develop inclusive marketing and branding guidelines which include appropriate colour contrast, font type and size and guidance on appropriate reading ages for internal and external audiences.	FY27 (Year 2)	EGM Policy and Corporate Affairs
	6.5 Develop an Events Accessibility Checklist to ensure people with disability can fully engage with our internal and external events.	FY26 (Year 1)	EGM Policy and Corporate Affairs
	6.6 Create a mechanism for employees to provide feedback on the accessibility of AEMO's intranet.	FY27 (Year 2)	EGM Policy and Corporate Affairs

# Pillar Two – Our external stakeholders and service users

AEMO is committed to creating an accessible experience for our external stakeholders and service users.

Our commitment	Action	Timeframe	Accountability
1. AEMO will ensure accessible content for external stakeholders and service users.	1.1 Provide training and resources to ensure all relevant employees are aware of Web Content Accessibility Guidelines and how to create accessible publications for external audiences.	FY27 (Year 2)	EGM People and Culture
	1.2 Develop and implement a Digital Accessibility Uplift Program to ensure AEMO's compliance with Web Content Accessibility Guidelines 2.2 Level AA standards for all digital content.	FY27 (Year 2) FY28 (Year 3)	EGM Digital EGM Policy and Corporate Affairs
	1.3 Where appropriate, ensure AEMO publications are provided in alternative formats (easy-read, Word and PDF).	FY27 (Year 2) FY28 (Year 3)	EGM Policy and Corporate Affairs
	1.4 Create a mechanism for external stakeholders and service users to provide feedback on the accessibility of AEMO's website and publications.	FY27 (Year 2)	EGM Digital

## Pillar Three – Our suppliers and community partners

AEMO strives to foster meaningful relationships with organisations that support the inclusion of people with disability or who identify as neurodivergent as these relationships translate to meaningful and positive social impact.

Our commitment	Action	Timeframe	Accountability
1. AEMO will partner with suppliers and other organisations who share our commitment to access and inclusion.	1.1 Continue relationships with partners who provide advice and consult on issues relating to people with disability, including the Australian Disability Network.	Ongoing	EGM People and Culture
	1.2 Embed access and inclusion principles into AEMO's procurement policies, processes, guidelines and checklists, ensuring accessibility is considered in all purchasing decisions such as IT, external recruitment providers, premises and furniture.	FY26 (Year 1)	EGM Finance and Governance
	1.3 Incorporate appropriate criteria in tenders to identify vendors who demonstrate accessibility and inclusive practices (such as vendors who have a current DAAP).	FY27 (Year 2)	EGM Finance and Governance
	1.4 Promote the <a href="#">Disability Leadership Institute   Disability Business Directory</a> to encourage the usage of disability owned and led businesses.	FY26 (Year 1)	EGM Finance and Governance
	1.5 Develop and maintain a register of disability related organisations that employees could support by using their paid volunteer leave.	FY26 (Year 1)	EGM People and Culture
	1.6 Connect with other organisations on their accessibility journey to share our learnings and advance the employment and inclusion of people with disability across the energy sector.	Ongoing	EGM People and Culture



## Pillar Four – Governance and reporting

AEMO is transparent about our commitment to accessibility; we share when we get it right and where we can do better and foster an environment for learning for our people and broader community.

Our commitment	Action	Timeframe	Accountability
1. AEMO will be transparent about our commitment to accessibility, sharing achievements and challenges throughout the delivery of our plan.	1.1 Lodge AEMO's DAAP with the Human Rights Commission.	FY26 (Year 1)	EGM People and Culture
	1.2 Continue to appoint an Executive leader to champion the DAAP internally.	Ongoing	EGM People and Culture
	1.3 Appoint an Executive sponsor to participate in Australian Disability Network's Champions' (CEO) Network.	Ongoing	Executive Sponsor
	1.4 Maintain a DAAP Steering Committee to govern DAAP implementation, with Executive sponsorship.	Ongoing	EGM People and Culture
	1.5 Ensure the representation of neurodivergent employees and people with disability on the DAAP Steering Committee.	Ongoing	EGM People and Culture
	1.6 Review and update Terms of Reference for the DAAP Steering Committee as required to reflect the DAAP journey.	Ongoing	EGM People and Culture
	1.7 Report bi-annually to the Board and wider organisation on the delivery of the DAAP and key metrics, including but not limited to the number of employees with a lived experience of disability, engagement scores of people with disability, numbers of workplace adjustment requests, and number of inclusive suppliers.	Ongoing	Executive Sponsor
	1.8 Participate in the Australian Disability Network Access and Inclusion Index as an independent audit of our action plan progress.	FY27 (Year 2)	EGM People and Culture

## Contact Us

AEMO welcomes feedback and comments on our Disability and Accessibility Action Plan.

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