

Annual Stakeholder Engagement Perception Survey

FY2025

Summary of results



Background on the FY25 survey

Purpose

- This is the sixth wave of annual stakeholder research conducted by SEC Newgate for AEMO.
- This research guides AEMO's understanding of what is driving our reputation with key stakeholders, where we are doing well and where we can focus efforts for improvement.

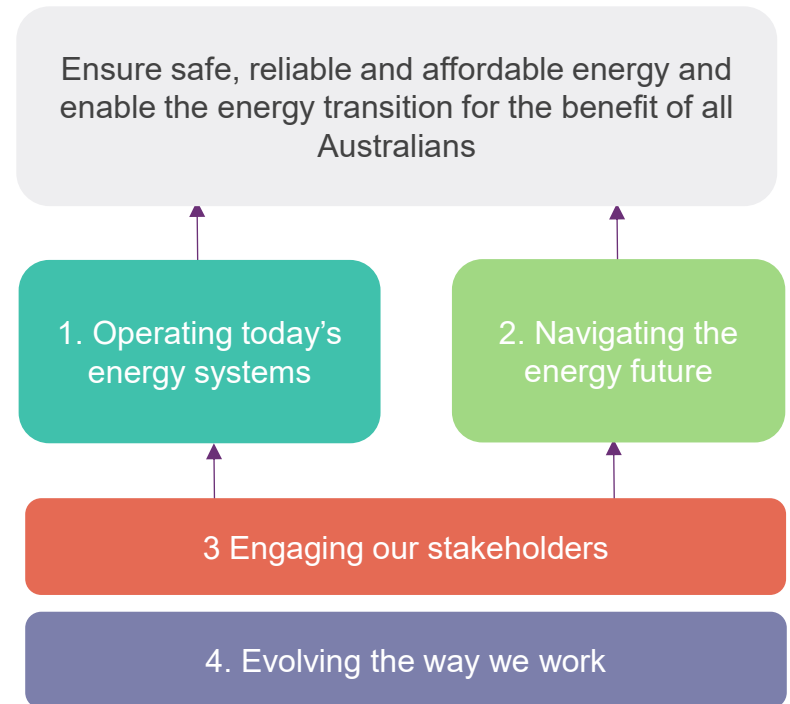
Methodology

- 60 participants engaged as part of the research, with a mix of in-depth interviews and online.
- All were asked the same rating questions.
- Participants represent nine key stakeholder segments.
- Feedback provided by participants is anonymous. AEMO cannot identify which participants provided what feedback.

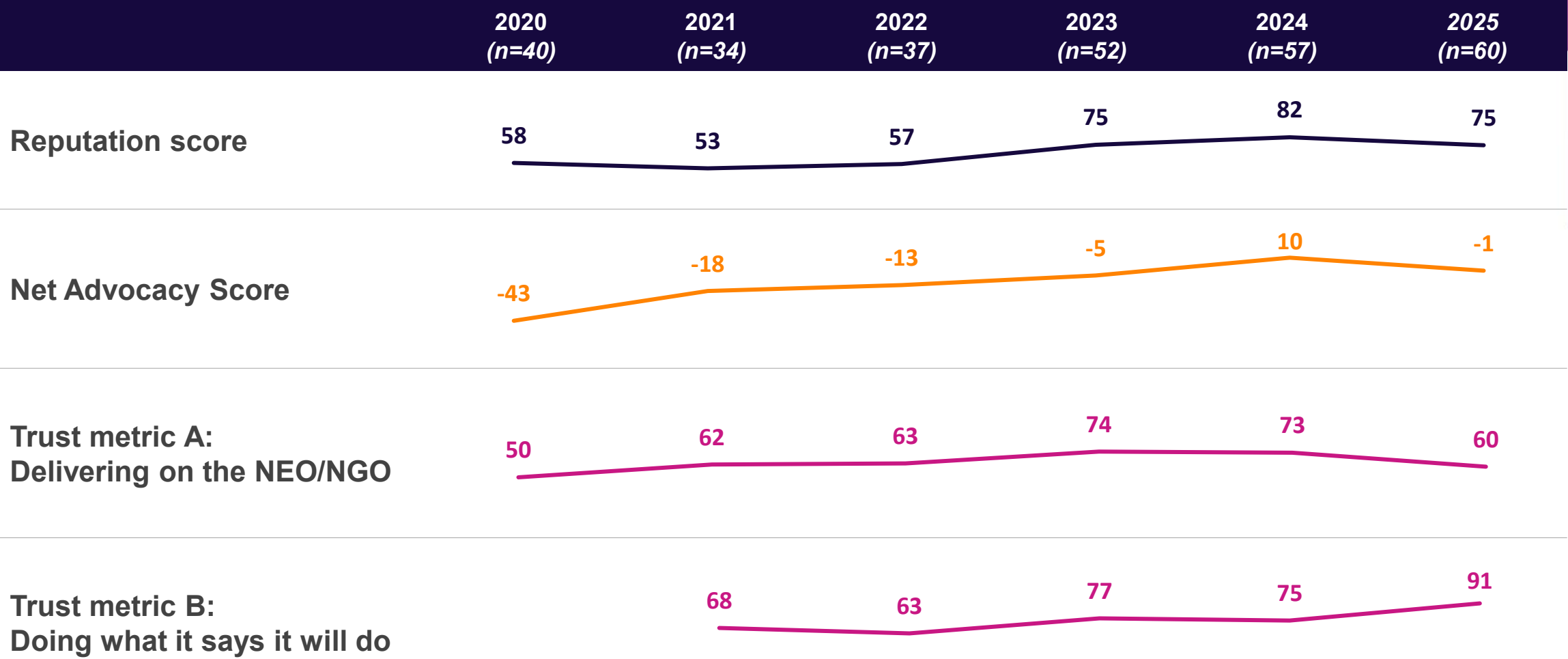
Why engaging our stakeholders matters and how we use the results

- Our stakeholders are critical to our success and to the success of the energy transition.
- The complexity of the transition means we have to work together to find and deliver solutions.
- To do our job better – keep the lights on and achieve the energy transition – we need to understand, influence and work with our stakeholders.
- **Trust** is the critical enabler of success for our engagement. Without it, we will not be able to perform and will lose our ability to influence and mandate to deliver.
- Our [Stakeholder Engagement Framework and Principles](#) sets out the ways in which we seek to build, maintain, and enhance trust with our stakeholders, and represents AEMO's commitment around what they can expect when engaging with us.

AEMO Strategic Corporate Plan



Key metrics over time













All performance attributes

Performance attributes	Performance score (% 7+ / 10)						Point change 2024-25
	2020	2021	2022	2023	2024	2025	
Effective operation of Australia's energy market, i.e. keep the lights on	90	97	92	88	94	94	0
Being good people to deal with	-	-	83	89	93	92	-1
The quality of your relationship with AEMO	73	91	86	91	90	88	-2
Its governance and leadership overall	-	-	58	79	83	82	-1
Providing you with timely, accurate and easily understood information	54	71	70	76	78	78	0
Its contribution to the transformation of the energy market overall	-	-	81	86	81	77	-4
Working collaboratively with other stakeholders to help shape and plan Australia's energy future	50	55	62	75	71	76	+5
The clarity of its rationale for decisions	-	-	47	65	68	67	-1
Being accountable to its members	35	48	49	73	70	67	-3
Being transparent		52	46	67	71	67	-4
Its collaboration and engagement with stakeholders overall	-	-	62	75	77	65	-12
Its ability to manage risk	-	-	-	-	67	64	-3
Efficient operation of Australia's energy market, i.e. value for money	37	57	33	58	64	60	-4
Its overall financial performance and commercial impacts	-	-	14	36	37	51	+14
Efficient energy market planning i.e. spending money on the right things	48	60	35	51	59	50	-9

Note: **Figures in red** indicate 2025 results are lower by five percentage points compared with 2024, while **figures in green** indicate a result higher than five percentage points.

Reputation results by segment

Overall reputation by segment (0 to 10 scale)		FY25 n=	Average rating			
			2022*	2023	2024	2025
All stakeholders		60	6.2	6.9	7.3	7.2
 Government		5	7.9	7.2**	7.6	8.0
 Market Bodies & Agencies		6	6.6		7.2	7.5
 Generators: Renewables		7	4.6	6.3	7.2	7.0
 Larger Generators/Retailers/Producers		9	N/A*	6.5	7.3	7.0
 TNSPs (Networks)		7	6.6	6.3	7.8	7.0
 DNSPs (Networks)		8		7.4	8.0	7.5
 Retailers		4	N/A*	5.6	6.2	.**
 Gentailers		NA*	5.8	N/A*	N/A*	N/A*
 Industry Associations		8	6.0	7.2	7.4	7.5
 Consumer Advocates		6	5.4	7.3	6.8	7.0

*Stakeholder segments changed in 2023, so 2022 comparative data is not available for all segments

**Average of Government: Political; Government: Departmental; and Market Bodies

.** Fewer than 5 organisations were interviewed in the small retailer segment in 2025, so results are not reported for this individual segment this year.

Strengths

Key areas



Confidence in AEMO's operation of the market



Strong and improving stakeholder engagement



Strong leadership



Professional, capable people.

Other themes

- Strong relationship with government
- High quality of deliverables, documents, and analysis e.g. the ISP, ESOO, and GSOO
- Forward looking
- Trusted authoritative voice in industry
- Not afraid to carry tough messages or tell the truth
- Moved back more towards its core role
- Helps with the connections process
- Open and transparent

Opportunities for improvement

Key areas



Need for measured optimism, assumptions and clearer understanding of the ISP



Concerns about our independence and credibility



Enhance speed, efficiency and flexibility

Other themes

- Need to focus on industry widely e.g. further engagement with distribution
- Prudence and efficiency of AEMO costs
- Connections process has improved, but more work needed to streamline
- Further need for transparency
- Slow response times to issues/queries
- Inconsistency in engagement approach and advice given across the business
- Staff and engagement continuity

Research recommendations



Maintain stability while increasing agility



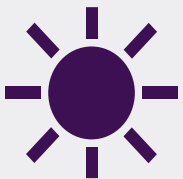
Enable more adaptive risk management



Continue to improve collaboration and engagement



Uphold AEMO's independence and credibility



Increase organisational transparency



Consider enhancements to the ISP

AEMO will implement recommendations, as relevant, and continue to improve through our FY26 Strategic Corporate Plan initiatives

Read our [FY26 Strategic Corporate Plan](#).

Strategic Priority 3: Engaging our stakeholders

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

The stakeholder landscape in the energy transition is evolving and growing, while AEMO's role is also changing. AEMO recognises the impact of our voice and role within the energy sector, and that understanding and collaborating with stakeholders is essential to collectively enable safe, reliable, and secure energy throughout the energy transition.

We will continue to invest in our relationships and deepen trust between AEMO, government, industry and consumers. In line with our Stakeholder Engagement Framework and Principles, we will engage stakeholders at a deeper and more transparent level to shape our work and decision-making.

We will continue to collaborate on strategic work programs and build social licence needed for the work that we do, now and into the future, by ensuring that consumers and communities are heard, and the distribution of benefits and costs of the transition are kept front-of-mind.

We will uplift communication and engagement capabilities across AEMO, and drive improvement by seeking regular feedback to measure our engagement effectiveness. We will listen to stakeholder perspectives and voices, and act on their feedback to improve how we operate to deliver better outcomes for consumers.

We will clearly communicate AEMO's evolving roles and responsibilities, to clarify where, when, and how stakeholders can provide input on key issues or concerns. We will also make it easier for stakeholders to engage with us by openly sharing our insights, making our communications more accessible, and facilitating open dialogue to ensure everyone can navigate Australia's evolving energy landscape with confidence.

Enhance trust and relationships

We enhance AEMO's relationships and trust with governments, industry and consumers to drive greater insights sharing, shared value and better energy outcomes.

- **Build communication and engagement capabilities across AEMO** that drive consistent, deep engagement and clear communication around our roles and work across all stakeholder touchpoints.
- **Uplift our engagement tracking, analytics and overall stakeholder experience** through progression of a Customer Relationship Management (CRM) roadmap and more regular metrics, measurement and insights.
- **Continue to build the capability and understanding of energy systems and markets** with industry, consumers and governments, through our Energy Education program

Continue capability uplift

We continue to uplift AEMO's stakeholder and communications practices and capabilities to better understand others' perspectives and engage meaningfully in shaping our work and decision-making.

- **Work closely with our stakeholders on each of our strategic work programs**, to build awareness, understanding, confidence and support for our role, and the actions needed across the energy sector to effectively and efficiently progress the energy transition.
- **Continue to embed consumer views in our decision-making**, through further engagement on relevant topics via AEMO's Consumer and Community Reference Group (CCRG).

Telling our, and the transition, story

We increase stakeholder awareness and understanding of AEMO's role in the energy transition, and our changing remit, roles and responsibilities.

- **Deliver proactive engagement and communications with media and stakeholders** to clarify AEMO's role and improve public understanding of the evolving energy system, both the challenges and our performance.
- **Expand the reach and improve the accessibility and effectiveness of AEMO's information and communication** by simplifying language, reaching audiences through the right channels and messages, and exploring new ways to communicate.