



Annual Report 2024–25

October 2025





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Acknowledgment of country

The ACCC acknowledges the traditional owners and custodians of Country throughout Australia and recognises their continuing connection to the land, sea and community. We pay our respects to them and their cultures; and to their Elders past, present and future.

About this report

This report describes the performance of the agency, including operational and financial management, for the year ending 30 June 2025. It addresses our annual reporting obligations under:

- the *Public Governance, Performance and Accountability Act 2013*
- the Public Governance, Performance and Accountability Rule 2014
- the performance measures set out in the outcome and programs framework in our Portfolio Budget Statement 2024–25 and Corporate Plan 2024–25
- other relevant legislation, including the *Competition and Consumer Act 2010*.

Contact us

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ACCC 10/25_25–39

www.accc.gov.au



EXECUTIVE OFFICE

4 September 2025

The Hon Dr Jim Chalmers MP
Treasurer
Parliament House
CANBERRA ACT 2600

The Hon Chris Bowen MP
Minister for Climate Change and Energy
Parliament House
CANBERRA ACT 2600

Dear Treasurer and Minister Bowen

ACCC and AER Annual Report 2024–25

We are pleased to present to you the Annual Report of the Australian Competition and Consumer Commission (ACCC) and the Australian Energy Regulator (AER) for the year ended 30 June 2025. This report has been prepared in accordance with s 46 of the *Public Governance, Performance and Accountability Act 2013* and s 171 of the *Competition and Consumer Act 2010*.

We certify that the ACCC and AER have prepared fraud risk assessments and have a fraud control plan for the agency. We have in place appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet our specific needs. We certify that all reasonable measures have been taken to appropriately deal with any fraud relating to the ACCC and AER.

Yours sincerely

Gina Cass-Gottlieb
Chair, ACCC

Clare Savage
Chair, AER

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1

Year in review



Our year at a glance 2024–25

ACCC purpose

Making markets work for consumers, now and in the future.

CONSUMER, FAIR TRADING AND COMPETITION

\$181.35m total penalties and fines awarded by the court

26 consumer and fair trading infringement notices totalling **\$475,070**

17 court cases commenced

10 court cases concluded

8 court cases continuing

DIGITAL ID*

6 accredited providers with **8** digital ID services, **4** of which are participating in the Australian Government Digital ID System

34 entities approved to participate in the Australian Government Digital ID System, offering a total of **243** services

41 applications related to participation in the Australian Government Digital ID System

4 in-depth investigations commenced

* from 30 November 2024

SCAMS

5.7m Scamwatch website visits

223,360 scam reports received by Scamwatch

5,860 scam website takedowns

Over 100 data and intelligence briefings on high risk or current scam trends to law enforcement and government

INFOCENTRE

110,858 Infocentre contacts served (excluding scams)

MERGERS AND EXEMPTIONS

289 merger matters finalised by preassessment

34 subject to public review

13 investigations of completed acquisitions commenced

24 non-merger authorisation applications assessed

CONSUMER DATA RIGHT*

103 active data holders (entities) with **154** active brands in the banking and energy sectors

38 accredited data recipients including **38** at the unrestricted level (**29** of which were active)

165 active data recipient representative arrangements notified to the ACCC

580,997 active ongoing consumer data sharing arrangements

\$751,200 paid from CDR infringement notices issued

* all figures as at 30 June 2025

CONSUMER PRODUCT SAFETY

2,770 mandatory reports assessed

265 voluntary recall notifications published

3 consumer awareness campaigns

1 court case commenced

\$150,240 paid from Consumer Product Safety infringement notices

2,840,288 ACCC Product Safety website page views

INFRASTRUCTURE

32 regulatory decisions

47 monitoring reports across **11** infrastructure sectors

AER purpose

Energy consumers are better off, now and in the future.

PROTECTING CONSUMERS AND ENABLING PARTICIPATION

1,259,000 Energy Made Easy (EME) website energy plan searches, assisting energy consumers to find the best deal

181,000 people switched retailers after completing a search on EME website using their National Metering Identifier. This does not include those who switched after using the Quick Compare or Manual Bill Entry methods

We set the Default Market Offer for customers in NSW, SA and South East Qld to protect customers from unjustifiably high prices in an environment where costs are rising

13 industry education activities conducted including compliance bulletins, guidance notes and consultations

REGULATING COMPETITIVE MARKETS

\$53 million total penalties from **4** litigated matters and **17** infringement notices

2 retailer authorisations and **3** individual retail exemptions ensuring improved outcomes for customers in embedded networks

10 retailer hardship policies and proposed amendments assessed and another **3** currently under review, ensuring protections for vulnerable consumers are available if they need it

INFRASTRUCTURE REGULATION

\$36b worth of revenue determinations for the **6** completed revenue decisions, ensuring consumers pay no more than necessary for poles, wires and pipelines

13 cost pass through applications approved, ensuring energy businesses can repair damage to infrastructure relating to natural disasters and other issues

37% of customers with a retailer exposed to cost reflective tariffs, indicating more customers face accurate network prices

INFORMING THE ENERGY DEBATE

Through our regulatory functions, strategic advice and stakeholder engagement, AER advocates for policy changes and improvements in energy markets

21 submissions in relation to Australian Energy Market Commission rule-making processes

7,100 unique visits to the Energy Innovation Toolkit website, promoting and supporting innovation in the energy sector

229 submissions received through the Regulation Navigator, providing innovators with personalised guidance on regulations



2024–25 review: ACCC Chair, Gina Cass-Gottlieb

The ACCC's role is to promote competition in markets to benefit consumers and businesses – and to support economic growth and dynamism. Our complementary mandates across competition, fair trading and consumer law enable us to promote effective competition in all markets, for the benefit of Australian consumers.

In a year marked by cost-of-living pressures, digital disruption and the transition to net zero, the foundations of consumer trust and effective competition remain critical. The ACCC's role is to safeguard those foundations.

This annual report provides a comprehensive overview of the ACCC's performance for 2024–25. It is my privilege to open this report by reflecting on just some of the highlights over the past year.

Regulatory reform

We are committed to a risk-based regulatory approach and over the past year we have worked to support the right regulatory settings to both protect consumer wellbeing and competition, and to foster economic dynamism and productivity.

The most significant strengthening of Australia's merger control framework in over half a century was enacted in November 2024 with the passing of the Treasury Laws Amendment (Mergers and Acquisitions Reform) Bill 2024. These reforms equip the ACCC with tools to better identify and prevent mergers that pose the greatest risk of harm. For the vast majority of mergers that do not carry high risk of competitive detriment the new regime provides for a more timely, efficient, predictable and transparent process.

We have been preparing intensively – expanding our teams, upgrading systems, consulting with stakeholders and publishing guidance – so we are ready for the new regime which commences on 1 January 2026 (with voluntary notification available from 1 July 2025).

The passage of the *Scams Prevention Framework Bill 2025* also marked a major reform milestone. This reform builds on positive early progress by the National Anti-Scam Centre, government and industry to disrupt scams: scam losses in Australia fell by more than 25% to \$2 billion in 2024.

Through the Supermarkets Inquiry, we found that Australia's grocery sector remains highly concentrated, and we made recommendations to promote competition, transparency and better outcomes for consumers and suppliers. The Government has since provided \$30 million in dedicated funding to support the ACCC's enforcement and investigations in the supermarket and retail sector. We also played a key role in the submissions that prompted amendments made to the now mandatory Food and Grocery Code, which came into effect in April 2025, and which imposes civil penalties on large grocery businesses for noncompliance.

A new designated complaints framework commenced this year, allowing approved consumer and small business organisations to raise systemic market issues directly with the ACCC. This new process strengthens our ability to respond to issues of broad community concern. The first complaint, submitted in March 2025, has already led to a review into unsolicited selling and lead generation.

Finally, we continued to advocate for a prohibition on unfair trading practices to better protect consumers and small businesses, bring Australian in line with international best practice, and lift standards across the board.

Competition and consumer wellbeing in the digital economy

This year saw the conclusion of our five-year Digital Platform Services Inquiry. Our tenth and final report reinforced our recommendations to address anti-competitive and harmful conduct in digital markets while supporting the diversification of innovation and economic growth. In addition, we continued to prioritise product safety, consumer and fair-trading issues in the digital economy in the past year.

In digital infrastructure, the Government announced a reset of the Consumer Data Right (CDR) to address compliance burdens and limited uptake in August 2024. Following this, rules were passed in March 2025 to expand the regime to non-bank lending products – boosting its potential to drive competition and innovation. Enforcement in this area included the highest penalty for alleged contravention of the CDR Rules to date. The ACCC has commenced work with Treasury, Data Standards Body and companion regulators on streamlining the CDR regime to reduce compliance burden.

In addition, the Digital ID Act came into effect on 1 December 2024, paving the way for the phased expansion of the Australian Government Digital Identity System. Delivering these programs has required us to lift our technological capability – an investment that benefits all of our regulatory work.

Environment and sustainability

The transition to net zero is one of the defining economic and societal shifts of our time and we continued to prioritise consumer, fair trading and competition concerns in relation to environmental claims and the path to sustainability.

We monitored compliance in packaging and labelling changes following the cessation of the national soft plastics recycling program and worked with manufacturers and major supermarkets to ensure consumers were not misled during the transition. In addition, we provided guidance to industry, including releasing the final *A guide to sustainability collaborations and Australian competition law for business*, clarifying when businesses can work together on environmental or social objectives without breaching competition law.

We also took proportionate enforcement action to address false and misleading green claims, including against Clorox Australia, Australian Gas Networks, and Edgewell Personal Care.

Promoting competition

We continued to address cartel conduct, misuse of market power and other anti-competitive behaviour through a mix of compliance, enforcement, education and authorisation approaches.

We worked to ensure our tools were targeted and fit for purpose, including updating the ACCC's cartel immunity and cooperation policy. We also invested in partnerships to protect the integrity of Australian markets – strengthening our relationships with the Office of the Director of Public Prosecutions, and the Australian Federal Police.

We secured court enforceable undertakings from major businesses to address anti-competitive arrangements. These included from Optus, Telstra and TPG in relation to Google search services, and from Hard Rock Enterprises to cease resale price maintenance practices.

We took targeted enforcement action to protect markets and deter harmful anti-competitive conduct. This included Federal Court proceedings against Qteq, and its executive chairman Simon Ashton, for cartel conduct in the oil and gas industry; and against Spotless and Ventia for alleged price fixing relating to estate maintenance and operation services for the Department of Defence.

Finally, we used our authorisation powers to enable arrangements that deliver clear public benefit. In 2024–25 this included authorising Virgin Australia and Qatar Airways to enhance consumer choice and competition in international air travel; and authorising temporary measures to ensure continued access to cash in regional and remote areas.

Protecting consumers and supporting small business

We continued to act against misleading conduct, unconscionable behaviour and breaches of consumer law through compliance, enforcement, advocacy and education. Penalties were imposed on major companies across sectors including telecommunications, health insurance and online retailing, while proceedings remain ongoing in the supermarket and automotive industries.

For small businesses, we launched a dedicated online hub, updated resources on unfair contract terms and franchising, and ran national campaigns on surcharging and price disclosure.

For First Nations communities we expanded outreach to communities and small businesses, delivering tailored education on the Australian Consumer Law, scams awareness and unfair contract terms. We also participated in the National Indigenous Consumer Strategy and contributed to the review of the Indigenous Art Code.

Product safety also remained a priority with our work spanning new mandatory standards for infant sleep products, enforcement of button battery requirements, and international cooperation through the Organisation for Economic Co-operation and Development's Working Party on Consumer Product safety.

Stewardship of key markets and essential services

Our stewardship of competition in our important roles of infrastructure regulation and market monitoring deliver lasting change to markets and improve the everyday lives of people across Australia.

In 2024–25, we worked to improve transparency of standards and services in national telecommunications infrastructure. This included the introduction of a new NBN Co record-keeping rule, progressing work on the Domestic Transmission Capacity Service and resale fixed-line services.

Through our public reporting, we promoted improved data and insights to inform consumption decisions, regulatory scrutiny and policy considerations. In the December 2024 National Electricity Market Inquiry report, we confirmed that customers who do not switch offers regularly pay a loyalty penalty, and we urged consumers to shop around. In the June 2025 Gas Inquiry interim report, we provided a robust evidence base to support informed engagement by the market, government and the public on policy decisions and regulation. We also published our third Insurance Monitoring Report, finding that affordability remains a concern even as the government's cyclone reinsurance pool is beginning to deliver premium relief for some consumers in some high-risk regions.

Strategic partnerships and engagement

Engagement with international and domestic partners continued to strengthen our enforcement capability and policy engagement. Internationally, we co-chaired the inaugural OECD Consumer Policy Ministerial Meeting on empowering consumers in the digital and green transitions, and hosted bilateral exchanges with agencies from New Zealand, Indonesia, Thailand and Vietnam.

Domestically, our consultative committees remained key forums for discussing reforms, more efficient and effective regulatory process, compliance priorities and market developments with stakeholders. We also continue to work alongside other Commonwealth regulators, state and territory fair trading agencies, industry bodies, the Law Council of Australia and other key stakeholders to debate, discuss and advance emerging competition and consumer issues.

ACCC leadership and effectiveness

In May this year, Sarah Proudfoot was appointed as Chief Executive Officer of the ACCC, following an extensive recruitment process. Sarah's appointment reflects her long-standing contribution to the ACCC, most recently leading the National Anti-Scam Centre, and her proven record as a strategic leader committed to public service.

The biennial ACCC Effectiveness Survey, conducted independently in early 2025, found that stakeholders view the ACCC as performing well in achieving our purpose of making markets work for consumers. Nine in ten stakeholders agreed that consumers are better off due to the ACCC's work. We are working to engage on areas where stakeholders propose improvements to our processes.

We have also invested in modernising our systems, improving ICT capability, and adapting our ways of working to remain a world-class regulator. These initiatives ensure we can continue to meet new challenges while delivering strong outcomes for the community.

Looking ahead

Over the past year, the ACCC has worked towards meeting the challenges of a rapidly evolving economy. This year's achievements – from landmark merger reform to significant enforcement opportunities – were made possible by the expertise and commitment of our people.

In the year ahead, in addition to delivering on our compliance and enforcement priorities, we will focus on implementing merger reform, continuing to pursue a prohibition on unfair trading practices, and working with the Government on a digital competition regime. Above all, we remain committed to our enduring purpose: making markets work for all Australians, now and in the future.



2024–25 review: AER Chair, Clare Savage

The Australian Energy Regulator (AER) has continued to put consumers at the heart of everything we do. Through effective regulation, we have worked to ensure energy consumers pay no more than necessary for access to reliable and secure energy services.

Protecting consumers

An important safeguard for consumer protection is the Default Market Offer (DMO) which caps the price retailers can charge household and small business customers on standing offer plans in South Australia, New South Wales and South East Queensland. In setting the DMO each year, we are guided by the requirement that it reflect a reasonable cost to supply electricity. We also have regard to the principles that the DMO should protect customers from unjustifiably high prices, allow retailers to recover their efficient costs and maintain incentives for competition, innovation, investment and engagement in the market. One of the things that we have had increasing regard to in recent DMO determinations is the cost of living, which is contributing to affordability concerns for electricity consumers. We have determined not to apply a competition allowance as part of the DMO where quarterly Consumer Price Index exceeds the Reserve Bank of Australia's target range on a material and sustained basis. Removing this cost from DMO prices in these circumstances enables us to balance the requirements of the DMO framework in a way that best supports consumers.

Furthering our *Towards Energy Equity strategy*, we published the findings from our [Review of payment difficulty protections in the National Energy Customer Framework](#). This work focused on strengthening protections for customers experiencing payment difficulty to ensure that they are proactively identified, engaged early and supported appropriately with assistance that is tailored to their individual circumstance. We identified 13 opportunities to improve the framework, which have received support from stakeholders. Some of these opportunities are already being progressed. The AER is increasing the minimum disconnection amount, with a final decision on a new amount

expected in 2025. The findings of our review are also being considered through the Energy and Climate Change Ministerial Council's work program to assess options to modernise our energy consumer protection regimes and deliver better energy customer experiences.

As part of our commitment to strengthen consumer protections for embedded network customers, we released our draft decision for the *Review of the exemptions framework for embedded networks*. This set out our consideration of major policy issues and highlighted the need for governments to take action to address key consumer protection gaps that are outside the scope of the AER's regulatory powers, such as lack of Retailer of Last Resort and price cap protections.

We made technical improvements to the Energy Made Easy (EME) website during this financial year to improve the overall user experience and the site's functionality. The website is a free, trusted and independent tool that makes it easier for consumers to compare energy plans and choose the best plan for them. In 2024–25, 1,259,000 energy plan comparison searches were completed on the EME website. We also maximised public awareness and engagement with EME through social media campaigns. The campaigns achieved over 2 million impressions across Australia.

Effective surveillance, compliance and enforcement

We play a vital role in monitoring the wholesale and retail energy markets to ensure participants are complying with the law and rules.

In 2024–25, we produced 26 performance reports on wholesale, retail and networks, including analysis of market trends and data. This included reports each quarter on instances when the electricity spot market 30-minute price exceeded \$5,000/MWh and whenever consecutive 30-minute prices exceeded \$5,000/MW in Frequency Controlled Ancillary Services markets. The reports describe factors contributing to significant price outcomes and analyse offer and rebidding behaviour, which is useful for examining market events and possible trends.

We also published our first combined annual *Electricity and gas network performance report* which enhances transparency and accountability around how network service providers are performing within regulatory frameworks.

Stemming from the 2023 gas pipeline regulations, we obtained new monitoring and reporting powers aimed to address concerns of under-regulation and the potential market power of gas pipeline service providers. As part of these new responsibilities, we released our first *Gas pipeline monitoring and transparency report*. These reports are a critical tool to ensure that the appropriate level of regulation is applied to pipelines to promote access.

The December 2024 edition of our biennial *Wholesale Electricity Markets Performance Report* made use of our new wholesale market monitoring information gathering powers to provide insights into market efficiency, investment signals, and volatility management of South Australia's renewable-driven contract market.

The Federal Court made orders in the following court proceedings for penalties of over \$51 million during 2024–25:

- a \$5.5 million penalty against 4 Jemena subsidiaries, for breaches of the National Gas Rules related to the Day Ahead Auction
- a \$9 million penalty against Callide Power Trading Pty Ltd for failing to ensure the Callide C4 generating unit met or exceeded its performance standards, causing a catastrophic failure and disruption to energy supply that required Australian Energy Market Operator to activate emergency reliability measures
- a \$25 million penalty against AGL Retail Energy Limited and 3 other subsidiaries of AGL Energy Limited for failing to comply with their overcharging obligations related to Centrepay payments

- a \$12 million penalty against Origin Energy Electricity Limited, Origin Energy Retail Limited and Origin Energy LPG Limited for breaches of life support obligations.

Regulated entities paid infringement notices totalling \$1.695 million for a range of alleged breaches in 2024–25 including failing to comply with life support obligations, breaches of rules that protect consumers experiencing hardship and payment difficulties, and breaches of overcharging rules.

Efficient regulation of monopoly infrastructure

With \$130 billion of regulated energy networks, we seek to balance affordability with the efficient and prudent investment required to support the energy transition, while addressing important emerging issues such as network cybersecurity, climate resilience and the integration of consumer energy resources.

In April 2025, we published our final determinations for electricity businesses Energex, Ergon Energy and SA Power Networks, as well as the gas access arrangement for Jemena Gas Networks (NSW). These decisions outline the total revenue they can recover from consumers in the 2025–30 regulatory period. In making our decisions we aimed to ensure consumers pay no more than necessary for a safe and reliable power supply. The final decisions also highlighted the importance of meaningful and comprehensive engagement with consumers to ensure expenditure and tariff proposals meet their needs.

We updated our guidelines and instruments to reflect recent rule changes and incorporate new guidance on social licence and on valuing emissions reduction. The updates seek to enhance community engagement in planning and transmission building and share concessional finance benefits with consumers.

The AER plays a vital role in assessing contingent project applications for large transmission projects in the Integrated System Plan. This year we released our decision for Stage 2 of Transgrid's contingent project application for the HumeLink project.

We also used our newly legislated powers for regulating gas pipelines to review the form of regulation applying to the South West Queensland Pipeline, ultimately deciding that the prevailing light-touch regulatory approach remained the most appropriate.

We made a decision to regulate the Basslink transmission cable on the basis that this would best serve the long-term interests of consumers.

In recognition of our expertise, in September 2024 the Queensland Government appointed the AER to an advisory role under the *Energy (Renewable Transformation and Jobs) Act 2024*, which provides a framework for Queensland's priority transmission investments and renewable energy zones. This is in addition to our role as an economic regulator of infrastructure projects in New South Wales' (NSW) renewable energy zones.

Under the NSW Electricity Infrastructure Roadmap, we made our revenue determination on the amounts payable to ACERZ Partnership for the main Central-West Orana Renewable Energy Zone network project. We also released an amended Guideline and Explanatory Statement, outlining amendments to our Revenue Determination process for assessing NSW non-contestable projects.

Supporting Australia's energy future

The AER plays an important role in contributing to the debate about Australia's energy future, as well as supporting expertise internationally.

This year we began a partnership with the Department of Foreign Affairs and Trade to collaborate on international engagement activities to support Southeast Asia's energy transition, strengthen partnerships with greater information sharing, and support the development of regulatory frameworks in the region. We also continued to regularly share our expertise in domestic and international forums such as the Utilities Regulator Forum and Singapore Energy Week, as well as through meaningful engagement with governments and industry stakeholders.

This year we signalled a new approach to testing and trialling new ideas in the energy market by introducing policy-led sandboxing. This is designed to encourage trials that can accelerate access to, and deployment and orchestration of, new energy resources.

Our Energy Innovation Toolkit supports energy innovators and start-ups to navigate complex regulatory frameworks and trial new products and services. We received 67 enquiries through the Innovation Enquiry Service and 3 trial waiver applications (of which one was granted, one was withdrawn and one is still under consideration) and gave a further 229 innovators targeted regulatory guidance through the Regulation Navigator tool.

Looking ahead

Australia's energy sector is changing and our role in that transformation is important.

Our people, senior leadership and Board are passionate about delivering effective regulation to make energy consumers better off, now and in the future.

This year we welcomed Kate Symons to the AER Board following Jim Cox's decision to retire at the end of his term. The diverse perspectives from all AER Board Members will continue to ensure there is high quality AER decision making.

Through the passion and expertise of our people we are ready to meet the challenges and opportunities to come.

Corporate snapshot

Financial performance summary

- \$453 million total budget
- \$32.5 million additional funding secured for our functions.

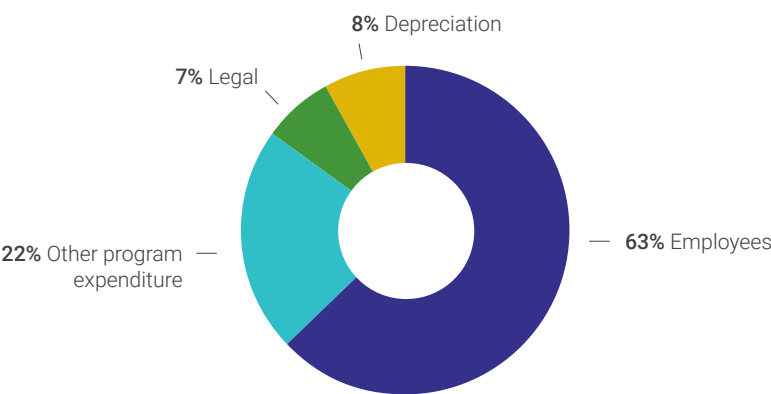
The ACCC received an unqualified audit report on the 2024–25 financial statements from the Australian National Audit Office. Key financial results for the ACCC for the current and comparative financial years are reported in the financial statements in Part 5.

The ACCC incurred an operating deficit of \$19.9 million in 2024–25 including unfunded depreciation and amortisation expenses. After adjusting for depreciation and amortisation, and leasing arrangements, the ACCC incurred a surplus of \$8.4 million. After further adjustment for litigation settlements, the ACCC incurred a surplus of \$9.8 million. This result is primarily driven by lower expenditure on external legal fees and capital projects than originally budgeted. Legal costs can fluctuate depending on the number, nature and status of cases being pursued by the ACCC. Capital projects supporting the implementation of the Commission’s digital and ICT programs fell slightly short of budget expectations due to a combination of timing delays in the passage of legislation seeking to implement Government policies and settling policy expectations with stakeholders.

In 2024–25 ACCC received approximately \$404.4 million in revenue from government, representing a \$51.7 million or 14.6% increase compared with 2023–24. The additional revenue was appropriated by government to fund new measures and initiatives. The increase in total expenses is consistent with the increase in revenue from government.

ACCC’s 2024–25 administered revenue was \$239.4 million and includes court-imposed fines, penalties and costs.¹

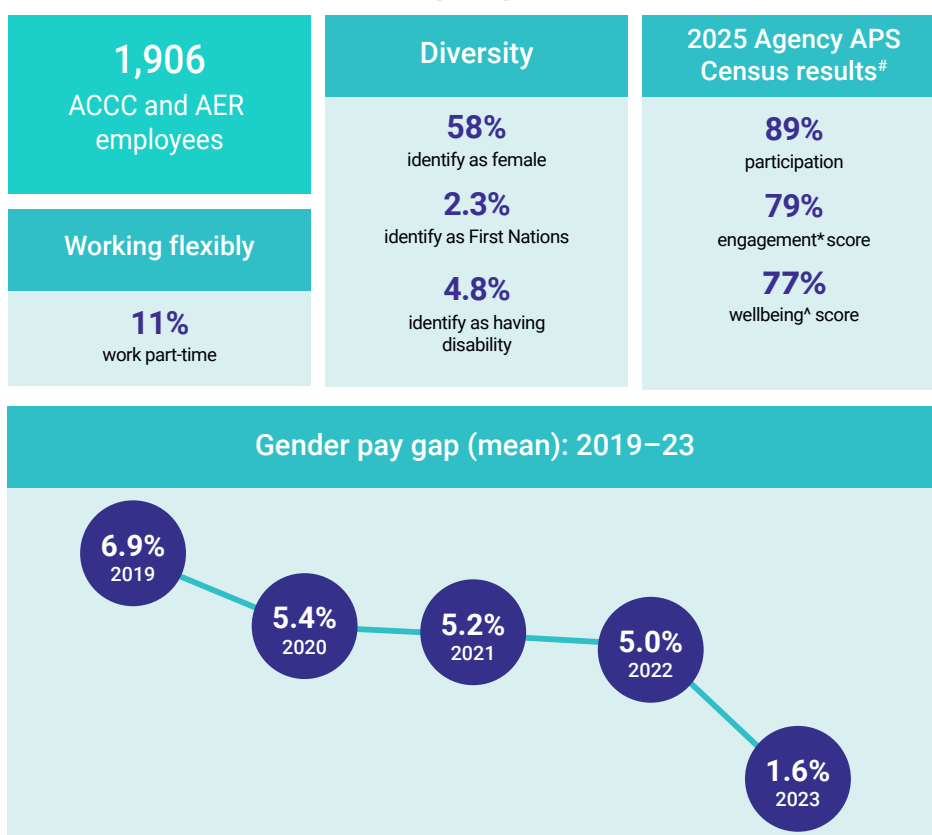
Figure 1.1: ACCC and AER expenditure 2024–25



¹ Administered revenue is collected by the ACCC and is transferred to the Official Public Account maintained by the Department of Finance for use by the Government, rather than the ACCC.

Employee summary

Our people



[#] The Australian Public Service (APS) Employee Census is an annual survey that collects confidential attitude and opinion information from APS employees on workplace issues.

^{*} The engagement index addresses 3 attributes ('say', 'stay' and 'strive') associated with employee engagement. It measures the emotional connection and commitment employees have to working for their organisation.

[^] The wellbeing index included in the APS Employee Census measures both the practical and cultural elements that allow for a sustainable and healthy working environment.

Table 1.1: Average staffing level 2020–21 to 2024–25

	Budgeted	Actual
2020–21	1,184	1,172
2021–22	1,246	1,201
2022–23	1,341	1,346
2023–24	1,560	1,517
2024–25	1,752	1,710

The average staffing level shown in Table 1.1 represents the number of full-time equivalent APS employees. The main reason for the difference between the budgeted and actual average staffing levels of 1,752 and 1,710 relates to recruitment progress being slightly less than anticipated in response to new budget measures for the ACCC and AER during the 2024–25 Mid-Year Economic Fiscal Outlook (MYEFO).

2

Agency overview



About the ACCC and AER

Who we are

The ACCC is an independent Commonwealth statutory authority. The ACCC's role is to administer and enforce the *Competition and Consumer Act 2010* (Cth) (Competition and Consumer Act) and other legislation, promoting competition and fair trading and regulating national infrastructure for the benefit of all Australians.

The AER is an independent decision making body responsible for regulating wholesale and retail energy markets, and energy networks, under national energy legislation and rules. The AER focuses on ensuring a secure, reliable and affordable energy future for Australia.

The ACCC and the AER are a single listed entity for the purpose of the finance law.²

Organisational structure

The Commission is the primary decision making body of the ACCC. Members are appointed by the Governor-General for terms of up to 5 years. Appointments are made after the majority of state and territory jurisdictions support the selection. Further information on the Commission is in Part 4.

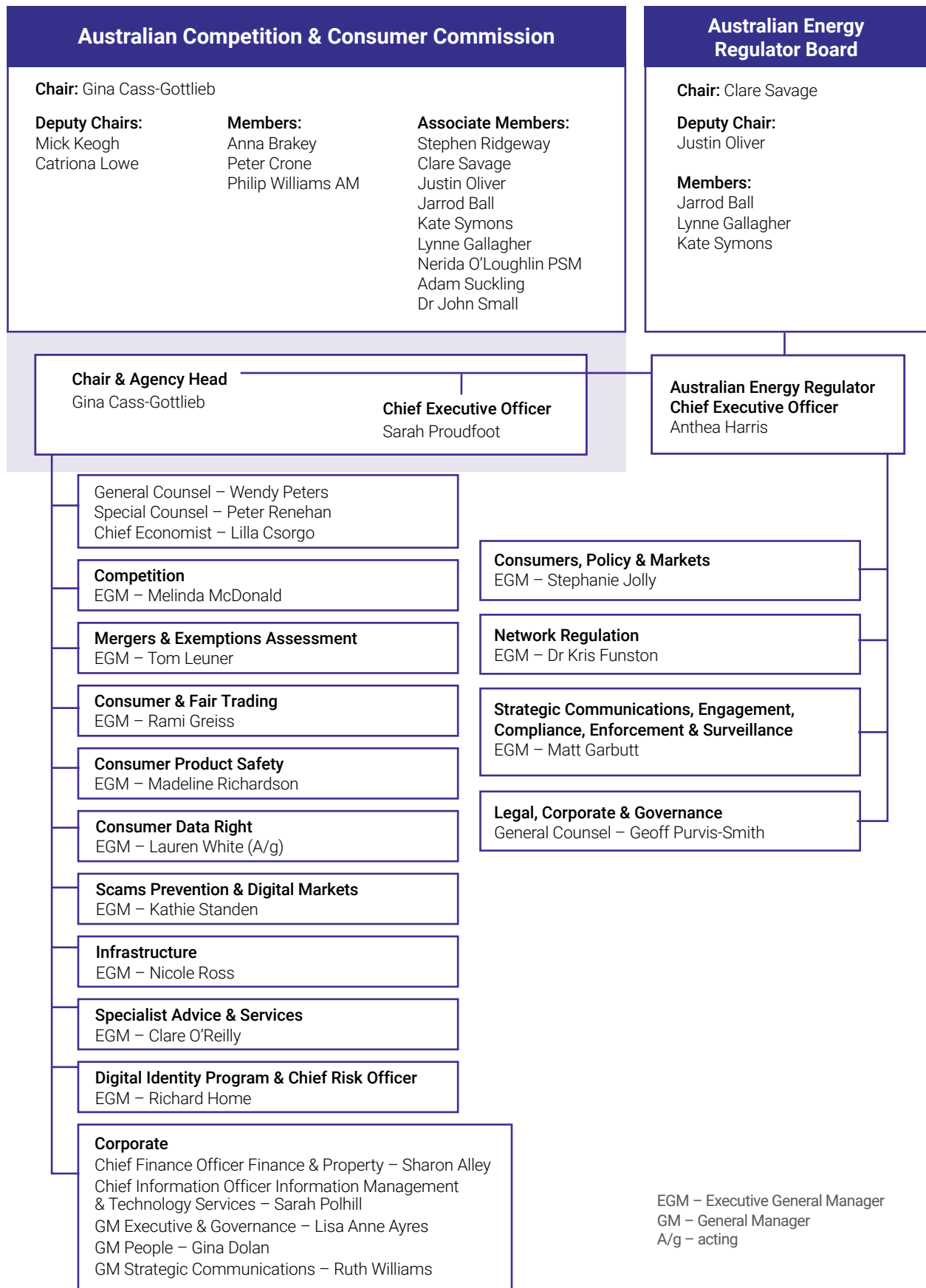
The AER has its own independent Board comprising 2 Commonwealth members and 3 state/territory members. One member is appointed as the Chair and another member is appointed as the Deputy Chair. The Board is supported by employees who work exclusively on energy matters. The AER has its own legal services advising on regulatory work and shares corporate services with the ACCC. Further information on the AER Board is in Part 4.

Gina Cass-Gottlieb was the ACCC Chair and Agency Head, and therefore the Accountable Authority for the whole agency (both the ACCC and the AER), for the period 1 July 2024 to 30 June 2025.

Figure 2.1 provides an overview of the structure of the ACCC and AER as at 30 June 2025.

² Pursuant to s 44AAL of the Competition and Consumer Act.

Figure 2.1: Organisational structure of the ACCC and AER (at 30 June 2025)



The ACCC's purpose, vision and role

The ACCC's purpose is to make markets work for consumers, now and in the future.

Our vision is a bold and innovative ACCC driving a competitive, fair, safe and productive economy for Australian consumers.

To achieve our purpose, we focus our resources on key activities to achieve 7 strategic objectives (detailed under the 'Performance measurement and reporting framework' chapter below).

The ACCC is vested with functions and powers under the Competition and Consumer Act and a range of other legislation. Details of this legislation are in Appendix 7.

ACCC priorities

Each year the ACCC identifies priorities related to our key activities to help guide how we use our limited resources, as well as to let market participants know the sectors of the economy and types of conduct that will be of particular focus.

The ACCC cannot pursue all possible breaches of the Competition and Consumer Act and other relevant legislation that come to our attention. We target our compliance and enforcement actions to address conduct that will, or has the potential to, harm the competitive process or result in widespread consumer or small business detriment.

Our compliance and enforcement priorities signal our key areas of concern to encourage widespread compliance with the Competition and Consumer Act and to promote behavioural change within the relevant markets. Further detail about our priorities is in Part 3 under each strategic objective.

Government expectations

Our agency comes under the portfolio responsibilities of the Department of the Treasury.

The responsible ministers for the ACCC are the Treasurer, the Hon Jim Chalmers MP; Assistant Treasurer and Minister for Financial Services, the Hon Dr Daniel Mulino MP; and Assistant Minister for Productivity, Competition, Charities and Treasury, the Hon Dr Andrew Leigh MP.

Regulators are also expected to incorporate any Ministerial Statement of Expectations and Regulator Statement of Intent into performance reporting as part of their corporate plan and annual report, in accordance with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). The government released an updated Statement of Expectations for the ACCC on 10 April 2024. The ACCC released its Statement of Intent in response on the same day. These documents are available on our [website](#).

On 1 December 2024 the ACCC assumed new legislative responsibilities as the Digital ID Regulator, under the *Digital ID Act 2024*. The current Statement of Expectations does not reflect this role. The Department of Finance, in collaboration with Treasury and the Attorney-General's Department, is expected to issue an updated Statement of Expectations during 2025 to incorporate the ACCC's responsibilities as the Digital ID Regulator.

The AER's purpose and vision

The AER exists so that energy consumers are better off, now and in the future.

We focus on ensuring a secure, reliable and affordable energy future for Australia as it transitions to net zero emissions.

The AER is a high-performing regulator that is independent, open and accountable; builds trust in Australia's energy system; takes considered risks; ensures the regulatory regime is fit for purpose; and engages actively with stakeholders.

The AER's role and key activities

The AER regulates wholesale and retail energy markets, and energy networks, under national energy legislation and rules. Our role and key activities mostly relate to energy markets in eastern and southern Australia. We place consumers at the heart of our work and focus on ensuring a secure, reliable and affordable energy future for Australia.

Consumer protection

The AER has a key role in enabling consumers to make informed choices about their energy supplier. As part of our role, we set the Default Market Offer to protect consumers from unreasonably high prices and encourage participation in the market. We also approve the policies that energy retailers must have in place to assist consumers who are facing financial hardship and need help to manage their energy bills. We administer a retailer of last resort scheme, which protects consumers and the market if an energy retailer fails; and we encourage innovation in energy technologies and new business models that benefit consumers. We provide a price comparison website – [Energy Made Easy](#) – to help consumers find the best energy offers for their needs.

Our vulnerability strategy, *Towards energy equity: a strategy for an inclusive energy market*, supports vulnerable consumers by prioritising a more inclusive energy market. The strategy contains 5 core objectives: improving identification of vulnerability; reducing complexity and enhancing accessibility; strengthening protections; using the consumer voice and lived experience to inform regulatory design and change; and balancing affordability and consumer protection by minimising overall cost to serve.

We also monitor and enforce compliance with obligations in the National Energy Retail Law (Retail Law), National Energy Retail Rules (Retail Rules) and National Energy Retail Regulations. We report on performance of the market and energy businesses, including energy affordability and disconnection of customers for non-payment of energy bills.

Retail energy market regulation

The AER regulates retail electricity and gas markets in jurisdictions that have commenced the Retail Law. The Retail Law commenced in Tasmania (for electricity consumers only) and the Australian Capital Territory on 1 July 2012, South Australia on 1 February 2013, New South Wales on 1 July 2013 and Queensland on 1 July 2015.

As part of our retail regulation role, we assess authorisation applications from businesses that want to become energy retailers. We also provide exemptions from authorisation requirements for other businesses – for example, nursing homes and caravan parks that on sell energy to tenants.

Wholesale energy market regulation

In wholesale electricity and gas markets, we monitor, investigate and enforce compliance with national energy legislation and rules. We monitor participant bidding and rebidding, market dispatch and prices, network constraints and outages, demand forecasts, and forecasts of production and capacity.

We also report on market activity, including reports on prices outside normal thresholds; quarterly reports on the performance of the wholesale electricity and gas markets; and a biennial assessment of the effectiveness of wholesale electricity market competition.

Energy networks regulation

We regulate electricity networks and natural gas pipelines by setting the maximum amount of revenue network businesses can earn, and the price they can charge, for regulated services. Network businesses submit revenue proposals. We review these proposals and make decisions after considering factors such as quality of engagement with customers; projected demand for electricity and natural gas; age of infrastructure; operating and financial costs; and network reliability and safety standards. Decisions generally apply for 5 years, and network businesses adjust their prices annually (which we approve each year during the 5-year period).

Amended National Gas Rules commenced in March 2023. The rules were amended to improve transparency and the bargaining power of users of gas pipelines. We also obtained powers to conduct reviews of the form of regulation applied to a gas pipeline – that is, whether a pipeline is subject to full regulation (including reference prices) or a lighter form of regulation.

Additionally, we now monitor requirements for gas reserves and resources, storage, large users and trade reporting, and we monitor information on price and volume in the shorter term gas markets.

State governments have conferred several regulatory functions on us – for example, assessing investment proposals (transmission efficiency test for contestable and non-contestable proposals), making revenue determinations and publishing an annual contribution determination.

Policy and advocacy

The AER draws on its expertise in energy markets and its analysis to inform and influence debate about energy policy. We leverage our expertise to advocate for policy changes and improvements to energy laws and rules that protect and promote the interests of energy consumers. Effective policy advocacy on behalf of consumers is particularly important given the nature and size of the energy transition that is underway. We engage in policy development through our Chair's membership of the Energy Advisory Panel and submissions to the Australian Energy Market Commission (AEMC) on policy reviews and rule changes. The AER Chair performed the role of Chair of the Energy Advisory Panel during 2024–25. This role rotates amongst panel members every 12 months.

AER strategic objectives and priorities

In December 2020 the AER launched its [Strategic Plan 2020–2025](#), which was refreshed in March 2023. We adjusted our strategic objectives and priorities to reflect updated government policy, our changed operating environment and the progress that has already been made toward delivering the plan.

The outcomes we seek are grounded in the Energy Ministers' Strategic Energy Plan. To support the outcomes, the AER has articulated 4 strategic objectives:

- Protect vulnerable consumers while enabling all consumers to participate in electricity and gas markets.
- Effectively regulate competitive electricity and gas markets primarily through monitoring and reporting, and enforcement and compliance.
- Deliver efficient regulation of monopoly electricity and gas infrastructure while incentivising networks to become platforms for energy services.
- Evolve our regulatory frameworks and approaches to support the transition to net zero emissions.

Our strategic priorities under each of these objectives are organised against an Execute/Tilt/Advocate Framework. 'Execute' signals to staff and stakeholders the 'must do's' under the regulatory framework. 'Tilt' describes actions to push the AER in a new direction or shift emphasis in response to a rapidly changing external environment but stay within our existing remit. 'Advocate' describes pursuing changes to the regulatory frameworks that are beyond our immediate control and that require collaboration across government and the market bodies.

Further information about our objectives and priorities can be found in our strategic plan.

Each year we articulate the key activities that we will undertake to ensure that we achieve our 4 strategic objectives and our strategic priorities. Each of the key activities, set out in our corporate plan, links directly to one of the priorities in our strategic plan. Our corporate plan also articulates any new priorities that have arisen since our strategic plan was published (for example, new gas market transparency measures). This enables us to respond flexibly to the rapidly evolving energy industry and associated regulatory landscape.

AER stakeholders

For our many and varied stakeholders, we are committed to:

- proactively engaging and listening to understand their diverse perspectives
- working in partnership with other energy market bodies and the government on matters of common interest
- clearly communicating our decisions and making it easy to engage with us
- embracing creative ways of engaging that work for stakeholders, not just us.

To achieve these commitments, the AER has regular dialogue with a range of stakeholders, including other market bodies, consumer groups, industry participants/industry bodies and governments.

As an industry regulator, we rely on and appreciate the numerous interactions we have with the businesses we regulate. We take our consultation obligations very seriously and aim to be transparent, give sound reasons for our decisions and signal well in advance any changes to our approach while maintaining independence.

The AER Chair is also a member of the Energy Advisory Panel, and we work particularly closely with the other market bodies, the AEMC and the Australian Energy Market Operator, Energy Consumers Australia and the Australian and New Zealand Energy and Water Ombudsman Network.

We also have close relationships with relevant regulators in Australia and overseas.

AER consumer forums

Consumer engagement is a key part of the AER's stakeholder engagement work. We have 2 key forums:

- The **Consumer Consultative Group** has 11 members, each of whom has significant consumer expertise and knowledge and extensive experience in representing the views and perspectives of their constituents. The group's role is to advise the AER on the issues facing residential and small business energy customers, particularly those related to our functions under the Retail Law and Retail Rules.
- The **Consumer Challenge Panel** plays a key role in ensuring the AER's regulatory determinations appropriately consider consumer perspectives. The panel's members are individuals with significant local and international expertise, spanning fields including economic regulation, energy networks, behavioural economics and consumer engagement.

Government expectations of the AER

The responsible minister/s issue Ministerial Statements of Expectation to a regulator to ensure government policies and objectives relevant to the regulator are clear and in line with the regulator's statutory objectives and the priorities minister/s expect it to observe in conducting its operations. The AER is accountable to the Australian Government and state and territory energy ministers.

In 2022 the energy ministers agreed and provided the AER with a Statement of Expectations. Ministers' expectations relate to 2 key areas – the AER's role and function as an independent, transparent and accountable regulator (including the development of performance indicators against the Strategic Energy Plan); and the AER's engagement and communication with stakeholders.

On 7 August 2024 the AER released its annual [Statement of Intent](#) summarising how the AER intends to meet the energy ministers' expectations in 2024–25. The Statement of Intent links to a more granular level of detail in the corporate plan, including performance indicators to measure progress.

The responsible ministers for energy in 2024–25 were:

- Australian Government: The Hon Chris Bowen MP (Energy and Climate Change Ministerial Council Chair, Minister for Climate Change and Energy), the Hon Josh Wilson MP (Assistant Minister for Climate Change and Energy)
- New South Wales: The Hon Penny Sharpe MLC (Minister for Climate Change and Energy)
- Victoria: The Hon Lily D'Ambrosio MP (Minister for Climate Action, Energy and Resources)
- Queensland: The Hon David Janetzki MP (since 27 October 2024, Minister for Energy), the Hon Michael de Brenni (until 27 October 2024, Minister for Energy)
- South Australia: The Hon Susan Close MP (Minister for Climate, Environment and Water), the Hon Tom Koutsantonis MP (Minister for Energy and Mining)
- Tasmania: The Hon Nick Duigan MLC (Minister for Energy and Renewables), the Hon Madeleine Ogilvie MP (Minister for the Environment)
- Australian Capital Territory: Suzanne Orr MLA (since 7 November 2024, Minister for Climate Change, Environment, Energy and Water). Shane Rattenbury MLA (until 7 November 2024, Minister for Water, Energy and Emissions Reduction)
- Northern Territory: The Hon Gerard Maley MLA (Minister for Renewables, Mining and Energy), the Hon Josh Burgoyne MLA (Minister for Lands, Planning and Environment).

Performance measurement and reporting framework

Portfolio Budget Statement: ACCC and AER outcome statement

The agency has one outcome statement (what the Australian Government expects to achieve through our agency). The ACCC and the AER jointly report against the agency's outcome, with the ACCC reporting against Program 1.1 and the AER against Program 1.2.

Outcome: Enhanced welfare of Australians through enforcing laws that promote competition and protect consumers, as well as taking other regulatory and related actions including monitoring and market analysis, public education, determining the terms of access to infrastructure services, and discharging regulatory responsibilities governing energy markets and networks.

Program 1.1: Australian Competition and Consumer Commission – the ACCC exists to achieve compliance with the Competition and Consumer Act and other legislation to protect, strengthen and supplement the way competition works in Australian markets and industries to improve the efficiency of the economy and to increase the welfare of Australians.

Program 1.2: Australian Energy Regulator – the AER exists so that energy consumers are better off, now and in the future. The AER focuses on ensuring a secure, reliable and affordable energy future for Australia as it transitions to net zero emissions. We regulate wholesale and retail energy markets and energy networks under national energy legislation and rules. The AER has functions in all states and territories except Western Australia.

Accordingly, this annual performance statement separately covers Program 1.1 (ACCC) and Program 1.2 (AER).

Corporate plan: our purposes and performance measures

The ACCC and the AER work in close coordination to achieve our purposes:

- ACCC: Making markets work for consumers, now and in the future.
- AER: Energy consumers are better off, now and in the future.

Our corporate plan sets out the strategic objectives, key activities, priorities and performance measures for each of the ACCC and the AER. The corporate plan also provides detail about our performance measurement and reporting framework. In summary, we use a suite of quantitative and qualitative performance measures (with specific targets where it is reasonably practical to set targets) that draw on data and other information from various sources, including surveys of key stakeholders.

Results are reported in the annual performance statement (Part 3 and 3a). Comparative results are given for the previous 3 years (where available) to show our performance over time.

We also provide an assessment of whether we achieved each target, as shown in Table 2.1.

ACCC and AER performance

The achievement of ACCC and AER performance results against targets is assessed against a 3-tier rating scale, and where there is no target or result for the reporting period this is clearly identified.

Table 2.1: Assessment of results for performance measures

Rating	Symbol	Assessment
Met or exceeded	✓	Result is 100% of, or higher than, the target
Partially met	○	Result is between 75% and 99% of the target
Not met	✗	Result is less than 75% of the target
Not applicable (N/A)	●	There is no target set, or there is no target or result for the reporting period

The results for our performance measures provide readers with a quantitative indication of the significant outputs, activities and outcomes and of our effectiveness. However, those results should be read in conjunction with the additional information in the 'Outcomes achieved' sections of the report, which give context and detail about the work undertaken to achieve our purpose.

Regulator performance

The ACCC and AER are committed to achieving our purposes in line with the Australian Government's expectations for regulator performance. The 3 principles of regulator best practice are:

- Continuous improvement and building trust:** Regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.
- Risk based and data driven:** Regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden and leveraging data and digital technology to support those they regulate to comply and grow.
- Collaboration and engagement:** Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

The ACCC applies the regulator best practice principles when delivering its functions for each of its key activities. Almost all of our performance measures link to one or more of these principles to demonstrate how the principles relate to our everyday work. There are also 3 performance measures, one for each principle, that are included as part of the ACCC Effectiveness Survey, with results provided biennially.

The AER also applies the regulator best practice principles when undertaking its work. Key actions that demonstrate the AER's commitment to the 3 principles are presented in Part 3a of this report.

Program 1.1 ACCC: Strategic objectives to achieve our purpose

As set out in the Corporate Plan 2024–25, the ACCC has 7 strategic objectives that guide the key activities it undertakes to achieve its purpose and deliver the outcome set by the Australian Government.

As set out in the corporate plan and discussed further in Part 4 of this report, the ACCC also has a strategic objective to ‘Improve our own systems, capabilities and ways of working’. We use a suite of internal performance indicators to measure and improve our capability.

Purpose

Making markets work for consumers, now and in the future.

Strategic objectives

Strategic objective 1: Address anti-competitive conduct and promote competition.

Strategic objective 2: Prevent anti-competitive mergers.

Strategic objective 3: Improve competition and choice by facilitating safe and secure data sharing by consumers through the Consumer Data Right.

Strategic objective 4: Protect consumers from misleading and deceptive conduct and promote fair trading.

Strategic objective 5: Protect consumers from unsafe products.

Strategic objective 6: Regulate monopoly infrastructure and monitor concentrated markets in the long-term interests of consumers.

Strategic objective 7: Improve our own systems, capabilities and ways of working.

Program 1.2 AER Strategic objectives to achieve our purpose

As set out in the Corporate Plan 2024–25, the AER has 4 strategic objectives that guide the key activities it undertakes to achieve its purpose and deliver the outcome set by the Australian Government. Our performance measures align to each strategic objective.

Purpose

Energy consumers are better off, now and in the future.

Strategic objectives

Strategic objective 1: Protect vulnerable consumers, while enabling all consumers to participate in electricity and gas markets.

Strategic objective 2: Effectively regulate competitive electricity and gas markets primarily through monitoring and reporting, and enforcement and compliance.

Strategic objective 3: Deliver efficient regulation of monopoly electricity and gas infrastructure while incentivising networks to become platforms for energy services.

Strategic objective 4: Evolve our regulatory frameworks and approaches to support the transition to net zero emissions.

3

Annual performance statement



Statement of preparation

As the accountable authority of the ACCC and AER, I present the 2024–25 financial year annual performance statement of the ACCC and AER, prepared for paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In my opinion, this annual performance statement accurately presents the entity's performance in the reporting period and complies with s 39(2) of the PGPA Act.

In accordance with subsection 16F of the Public Governance, Performance and Accountability Rule 2014, these statements report on our performance in the year ended 30 June 2025, assessed against the purpose, key activities and performance measures relevant to the ACCC and AER published in:

- ACCC and AER Corporate Plan 2024–25
- 2024-25 Portfolio Budget Statements – ACCC and AER.

A handwritten signature in black ink, reading "Gina Cass-Gottlieb". The signature is written in a cursive, flowing style.

Gina Cass-Gottlieb
Chair, ACCC

Program 1.1 – ACCC

Analysis of performance

The ACCC continues to demonstrate strong performance against our strategic objectives and key activities with a substantial suite of outcomes for 2024–25.

We achieved our outcomes in 2024–25 by continually reviewing and adjusting operational priorities to ensure we could deliver our important business-as-usual work and also focus on addressing various emerging competition, consumer protection, fair trading and regulatory issues.

Our work program for 2024–25 reflected the issues impacting the Australian economy, consumers and businesses in Australia. In particular, our work included the Supermarkets Inquiry, delivery of the Digital Platforms and Services Inquiry final report, and preparations to begin implementing merger reforms.

The [ACCC and AER Corporate Plan 2024–25](#) sets out 22 ACCC performance measures. As noted in Part 2 and below, the biennial ACCC Effectiveness Survey was conducted in 2024–25. The results for performance measures that rely on this source are available below along with a summary of the results of the surveys.

In summary, for the results available for 22 ACCC performance measures, we achieved or exceeded the target for 11 measures and partially met the target for another 7 measures. We did not meet the target for 4 measures.

An analysis of the performance measure results, including where targets were not achieved, is provided after each of the performance measure tables for each strategic objective and key activities. Common themes identified in targets we did not meet include the complexity of matters the ACCC considered and the distribution of resourcing to address priorities and achieve outcomes with the most beneficial impact. Where we have exceeded our targets, this has been attributed to our proactive work in issuing or updating guidance and running campaigns or relevant environmental factors driving behaviour.

We also continued our investment in a number of agency change initiatives and ICT projects to improve our own systems, capabilities and ways of working. We adapted our ways of working and adopted innovative practices to maintain our standing as a world-class independent regulator through external engagement and internal collaboration.

In line with the Minister’s Statements of Expectations and our regulator Statements of Intent that applied during 2024–25, we reported to ministers in a regular and timely manner – for example, we provided notice of announcements to relevant ministers’ offices and holding weekly liaison meetings at staff level.

Overall in 2024–25 the ACCC was successful in achieving outcomes that enhanced the welfare of Australians by making markets work for consumers, now and in the future.

ACCC Effectiveness Survey

The ACCC Effectiveness Survey provides insight into whether key stakeholders consider the ACCC is effective in achieving its purpose. It is conducted biennially. An external service provider is commissioned to carry out the survey and provide an independent report on findings. The survey

gathers quantitative and qualitative data from key stakeholders primarily focusing on the ACCC’s strategic objectives and key activities as identified in the corporate plan.

In early 2025 the ACCC engaged ORIMA Research to undertake the survey.

ORIMA Research developed an independent [report](#) on findings from the 2025 survey, which is published on the ACCC’s website. It concluded that the ACCC is performing well in achieving its purpose of making markets work for consumers, now and in the future.

Effectiveness Survey performance measures are included under each key activity in Part 3 of this report.

Overall, the Effectiveness Survey identified generally positive overall impressions of the ACCC, and most stakeholders (90%) agreed that consumers are better off due to the ACCC’s work. Stakeholders recognised a number of challenges and risks in coming years for the ACCC – for example, AI and technological advancements, online marketplaces, the cost of living crisis, concentrated businesses and the ACCC’s broadening areas of responsibility.

Principles of regulator best practice

As noted above, through the ACCC Effectiveness Survey, the ACCC seeks the views of key stakeholders to test how well we perform against the 3 principles of regulator best practice (the principles are outlined in Part 2 – Performance measurement and reporting framework).

Table 3.1: Performance measures for the principles of regulator best practice

Performance measure	2022–23	2024–25	
	Result	Target	Result
P1. Effectiveness survey ‘index score’ (out of 100) that key stakeholders agree the ACCC effectively adopts a whole-of-system perspective, continuously improving its performance, capability and culture to build trust and confidence in Australia’s regulatory settings	71.	70	71
P2. Effectiveness survey ‘index score’ (out of 100) that key stakeholders agree the ACCC effectively manages risks proportionately and maintains essential safeguards while minimising regulatory burden, and leverages data and digital technology to support those they regulate to comply and grow	66	70	67
P3. Effectiveness survey ‘index score’ (out of 100) that key stakeholders agree the ACCC is a transparent and responsive communicator, implementing regulations in a modern and collaborative way	70	70	73
Methodology: The index score is the mean (average) response for the question/s across respondents (using the numerical score from the 5-point response scale) transformed into a 0- to 100-point scale. Future targets are set based on 2023 survey results			
Data source: ACCC Effectiveness Survey			

Overall, stakeholders reported generally positive perceptions of the ACCC in meeting each of the regulator best practice principles. Stakeholders were most likely to agree that the ACCC adopts a whole-of-system perspective and communicates transparently and responsively. In contrast, stakeholders were less likely to agree that the ACCC was risk based and data driven. Stakeholders identified opportunities to improve the way the ACCC leverages data and digital technology and minimise regulatory burden.

Strategic objective 1: Address anti-competitive conduct and promote competition

About this strategic objective

Competitive markets lead to lower prices, better quality products and services, greater efficiency and more choice, all of which benefit consumers. As Australia's national competition regulator, the ACCC works to enhance the welfare of Australians by addressing anti-competitive conduct and promoting competition.

To achieve this strategic objective, we undertake the following key activities:

- 1.1 – Initiate enforcement and compliance actions to address harm to consumers and businesses resulting from anti-competitive conduct.
- 1.2 – Make decisions on authorisation, notification and certification trade mark applications in the public interest.
- 1.3 – Undertake market studies and inquiries to contribute to improved market outcomes.

The ACCC does so by enforcing laws in Part IV of the *Competition and Consumer Act 2010* (Cth) (Competition and Consumer Act) that prohibit:

- cartel conduct
- anti-competitive agreements and practices, including exclusive dealing and concerted practices
- misuse of market power
- resale price maintenance.

The Competition and Consumer Act allows the ACCC to consider applications for authorisation and notification. Authorisations and notifications provide businesses with an exemption for arrangements that may otherwise breach the competition law but are not harmful to competition or are likely to result in overall public benefit.

Relevant ministers may direct the ACCC to undertake certain activities, including inquiries and monitoring. The ACCC can also undertake self-initiated market studies. Market studies and inquiries enable the ACCC to:

- develop a sophisticated understanding of how well competition and markets are working in particular sectors
- bring transparency to issues in a way that facilitates and encourages changes to business and consumer behaviour to improve outcomes for consumer and market functioning
- make recommendations to stakeholders, including the Australian Government and state and territory governments, about ways to improve the functioning of markets.

Our priorities

We prioritise our actions to address conduct that does the greatest harm to consumers and competitive processes. Our [Compliance and Enforcement Policy](#) and Priorities, which we publish annually, sets out:

- our priorities and the factors we consider when deciding whether to pursue matters
- the principles we adopt
- the functions, strategies and tools we use to achieve compliance with competition and consumer laws.

The ACCC has 2 enduring competition compliance and enforcement priorities:



cartel conduct



anti-competitive conduct

Our competition compliance and enforcement priorities in 2024–25 included addressing competition issues relating to:



Consumer, product safety, fair trading and competition concerns in relation to environmental claims and sustainability



Competition, consumer, fair trading and pricing concerns in the supermarket sector, with a focus on food and groceries



Promoting competition in essential services, with a focus on telecommunications, electricity, gas and financial services



Competition and consumer issues in the aviation sector

To achieve our compliance objectives, we use 4 flexible and integrated strategies:

- Encourage compliance with the law, particularly by educating and informing consumers and traders about their rights and responsibilities under the Competition and Consumer Act.
- Enforce the law, including by resolving possible contraventions both administratively and by litigation, and achieve other formal enforcement outcomes.
- Undertake market studies and report on emerging competition or consumer issues to identify any market failures and identify strategies for addressing them, including supporting and informing our compliance and enforcement measures and identifying possible areas for policy consideration.
- Work with other agencies to implement these strategies, including through coordinated approaches.

Performance measures

Table 3.2: Performance measures for strategic objective 1

Performance measure	2021–22	2022–23	2023–24	2024–25		Met?
	Result	Result	Result	Target	Result	
1a. Number of in-depth competition investigations completed	20	19	15	15	17	✓
Methodology: Manual count and cross-check of a range of records measuring how many matters reach each stage of investigation Data source: Internal records (Dynamics, iManage) Related regulator best practice principles: 1 and 2 Related key activities: 1.1						
1b. Number of competition enforcement interventions (court proceedings commenced, section 87B undertakings accepted, administrative resolutions#)	5	7	7	6	3	✗
Methodology: Manual count and cross-check of interventions Data source: Internal records (Dynamics, iManage and ACCC media releases) Related regulator best practice principles: 1 and 2 Related key activities: 1.1						
1c. Percentage of authorisation matters where a draft determination is released within 4 months	72%	95%	71%	80%	45%	✗
Methodology: Number of authorisations in which a draft determination is released in 4 calendar months divided by number of authorisations in which a draft determination is released, expressed as a percentage Data source: Internal records (Dynamics) Related regulator best practice principles: 1, 2 and 3 Related key activities: 1.2						
1d. Effectiveness Survey 'index score' (out of 100) that key stakeholders agree the ACCC effectively addresses anti-competitive conduct and promotes competition	–	75	–	70	68	○
Related regulator best practice principles: 1, 2 and 3 Related key activities: 1.2						

Administrative resolutions are undertaken to effect some change to a trader's behaviour. They can range in the level of formality. For an administrative resolution to be included as an enforcement intervention for reporting purposes, it must be a formal resolution reached with a trader and noted publicly in an ACCC media release.

* Not reported on prior to 2022–23, and only conducted biennially.

Analysis of results

In 2024–25 we exceeded the target of 15 in-depth competition investigations (measure 1a) – we completed 17. Also, we achieved 3 of the target of 6 competition enforcement interventions (measure 1b).

The ACCC strategically manages the competition enforcement program using the full suite of our regulatory tools, including litigation, to effectively address competition concerns in Australian markets and to achieve proportionate and appropriate outcomes. Competition enforcement is complex and therefore takes time to investigate and litigate. Where appropriate, we use non-litigated measures to resolve serious competition concerns more quickly, allowing competition in markets to be restored earlier. We also focused resources on advocacy work across a range of topics and sectors, and monitoring compliance with the Gas Market Code.

Consistent with our commitment to best practice, we reviewed our leniency program in 2024–25. Our leniency program continues to be an important and effective tool for detecting, stopping and deterring harmful cartels.

The ACCC did not meet the target of releasing 80% of draft determinations within 4 months of lodgement – only 45% of draft determinations were issued within 4 months (measure 1c). Some of the draft determinations that were not released within 4 months were applications for revocation and substitution of authorisation, for which the statutory deadline does not apply. In many of these cases, we granted interim authorisation where applicable, which means that the conduct previously authorised can continue until we have completed our assessment. Many of the matters that took longer than 4 months involved considerable complexity. In other matters, the applicants delayed provision of necessary information or amended their applications part way through the process. In both cases, this necessitates further consultation with interested parties.

Key activity 1.1: Initiate enforcement and compliance actions to address harm to consumers and businesses resulting from anti-competitive conduct

About this key activity

As the national regulator responsible for competition law, the ACCC is focused on preventing anti-competitive conduct in Australian markets. The competition provisions of Part IV of the Competition and Consumer Act provide a range of compliance and enforcement tools that the ACCC uses to investigate suspected breaches and act on noncompliance. We have the power to take civil court action, refer alleged serious cartel conduct to the Commonwealth Director of Public Prosecutions (CDPP), accept court enforceable undertakings and resolve matters administratively. We apply our [Compliance and Enforcement Policy and Priorities](#) to ensure that our actions address conduct that does the greatest harm to consumers and competitive processes.

Our overall goal is to benefit Australian consumers by promoting competitive markets and addressing risks to effective competition.

Outcomes achieved

In addition to the performance measure results and analysis discussed under Table 3.2, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how it contributes to achieving our purpose.

Litigation

In 2024–25 our continued focus on anti-competitive conduct and cartel conduct as enduring priorities led to the following outcomes.

► Highlight

Proceedings commenced against Spotless, Ventia and senior executives for alleged price fixing cartel for services at Defence bases

The ACCC commenced civil cartel proceedings in the Federal Court against 2 companies – Spotless Facility Services Pty Ltd, which delivers integrated facilities services for customers across government, education, health care and aged care; and Ventia Australia Pty Ltd, which provides infrastructure and facilities management services to the defence and social, infrastructure, telecommunications and transport sectors. Spotless and Ventia each offer services to Defence under separate billion-dollar contracts to over 200 major Australian Defence Force bases and other properties across Australia, including Lavarack Barracks, Victoria Barracks, Royal Military College Duntroon, Puckapunyal and numerous RAAF bases.

The ACCC alleges that, on 3 occasions between April 2019 and August 2022, Ventia and/or Spotless made or attempted to make arrangements or understandings containing provisions which had the purpose, effect or likely effect of fixing, controlling or maintaining the prices at which these services would be supplied to Defence under specific programs of works. The ACCC alleges this is a breach of the cartel provisions in the Competition and Consumer Act. Senior executives Jacob Bonisch and Jeffrey Collins, who are employed within the Spotless corporate group, and Ventia senior executives Gavin Campbell and Lena Parker are also alleged to be involved in aspects of the conduct.

The ACCC is seeking declarations, civil penalties and costs against the companies as well as the 4 senior executives; and also disqualification orders against 3 of them for the alleged conduct.

Continued proceedings against Mastercard

The ACCC continues its proceedings, instituted on 30 May 2022, against Mastercard Asia/Pacific Pte Ltd and Mastercard Asia/Pacific (Australia) Pty Ltd. These proceedings result from Mastercard's entry into agreements with large merchants in Australia that provided strategic merchant interchange rates for the processing of credit card transactions on the condition that those merchants agreed to process Mastercard dual-network debit card transactions through the Mastercard network rather than EFTPOS. The ACCC alleges that Mastercard engaged in this conduct and did so for the purpose of substantially lessening competition in the supply of debit card acceptance services. The matter is listed for hearing in the Federal Court commencing on 13 April 2026.

Full Federal Court hears appeal in BlueScope cartel

In August 2024 the Full Federal Court heard appeals by BlueScope Steel (BlueScope) and its former general manager of sales and marketing, Mr Jason Ellis, after they were found in December 2022 to have attempted to fix prices for flat steel products supplied in Australia. BlueScope and Mr Ellis also appealed the Federal Court's penalty decisions of \$57.5 million and \$500,000 respectively. BlueScope's is the highest penalty ever imposed for cartel conduct in Australia. The Full Federal Court has reserved its judgment.

Oil and gas services company Qteq attempted to induce cartel arrangements

On 17 April 2025, following proceedings brought by the ACCC in December 2022, the Federal Court found oil and gas services company Qteq Pty Ltd and its executive chair Simon Ashton had engaged in cartel conduct in relation to the supply of goods and services in the oil and gas industry. The

Court found that between 2017 and 2019, on 5 occasions, Qteq and Mr Ashton attempted to induce suppliers in the industry to enter into contracts, arrangements or understandings with them that contained one or more cartel provisions. Qteq and Mr Ashton were found to have attempted to induce competitors, or likely competitors, in the upstream phase of production in the oil and gas industry to enter into cartel arrangements or understandings, which included provisions not to supply particular services to large oil and gas companies, to share markets and to rig a multi-million-dollar tender.

Full Federal Court hears appeal in attempted bid rig at the National Gallery

In November 2024 the Full Federal Court heard appeals by Delta Building Automation Ltd (Delta) and its sole director, Mr Timothy Davis, after the Federal Court found, in June 2023, that they had attempted to rig a bid in connection with a National Gallery of Australia tender for the replacement and ongoing maintenance of the gallery's building management system.

In June 2024 the Federal Court ordered Delta and Mr Davis to pay penalties in relation to the conduct of \$1.5 million and \$120,000, respectively, and also made orders restraining Delta and Mr Davis from communicating with any competitors about tenders for building management systems in the Australian Capital Territory for 3 years. Delta and Mr Davis have appealed the liability decision. The Full Federal Court has reserved its judgment.

Aussie Skips appeal

Appeals by waste management company Aussie Skips Bin Services and Aussie Skips Recycling (Aussie Skips) and its former CEO, Mr Emmanuel Roussakis, were withdrawn on 3 September 2024. Aussie Skips and Mr Roussakis initially sought to appeal the sentences handed down by Justice Wigney in February 2024 following their convictions for breach of sections 45AF and 45AG of the Competition and Consumer Act relating to a price fixing arrangement for demolition services in Sydney.

Both Aussie Skips and Mr Roussakis pleaded guilty to having engaged in cartel conduct that led to increased prices for the supply of skip bins and the provision of waste processing services for building and demolition waste in Sydney. Aussie Skips was fined \$3.5 million and Mr Roussakis was sentenced to 18 months' imprisonment for one criminal cartel offence, to be served as an intensive correction order, including 300 hours of community service; fined \$75,000; and banned from managing corporations for a period of 5 years.

ACCC appeal against CFMEU and Hutchinson boycott judgment dismissed

On 2 April 2025 a majority of the High Court dismissed an appeal by the ACCC against a decision of the Full Federal Court in proceedings against the Construction, Forestry and Maritime Employees Union (CFMEU) and construction company J Hutchinson Pty Ltd (Hutchinson). The High Court ruling upheld an earlier appeal by the CFMEU and Hutchinson against a Federal Court finding that they had reached an anti-competitive boycott arrangement or understanding.

The ACCC had alleged, and the Federal Court trial judge in the original judgment had found, that the CFMEU and Hutchinson made an arrangement or understanding to boycott a waterproofing subcontractor at the Brisbane Southpoint A apartments construction site in 2016, meaning the subcontractor could no longer perform the work.

The ACCC's appeal sought the High Court's ruling on what is required to demonstrate that parties have reached an anti-competitive arrangement or understanding. The High Court's ruling concludes the case. The ACCC was ordered to pay costs.

Court enforceable undertakings

TPG provides undertaking regarding search services on Android devices

On 9 August 2024 the ACCC accepted a court enforceable undertaking from TPG Limited as part of the ACCC's ongoing competition investigation into Google's search services in Australia. This followed earlier undertakings accepted from Telstra and Optus.

The ACCC was concerned about agreements Google had initiated and entered into with TPG that conferred default and pre-installation rights on Google for its search services on Android devices supplied by TPG. The ACCC was concerned that the terms of the agreements, either alone or when considered together with other agreements to which Google is a party, foreclosed access to a key distribution channel for Google's search service competitors.

TPG has fully cooperated with the ACCC's investigation and has undertaken for 3 years not to renew or enter any new arrangements with Google that amongst other things: (a) require its search services to be set as the default search service on an exclusive basis across all existing and emerging search access points on devices they supply; and (b) prevent them from electing to set as a default or to preinstall on a device distributed by them a search service supplied by a competing provider, including on the most prominent positions on a device.

Hard Rock admits to resale price maintenance

On 16 April 2025 the ACCC accepted a court enforceable undertaking from Hard Rock Enterprises Pty Ltd (Hard Rock) after Hard Rock admitted it engaged in resale price maintenance and made false or misleading representations about consumers' right to return faulty or incorrect products. Hard Rock is an Australian business that sells blank apparel to retailers on a wholesale basis and directly to consumers through its online store.

Between June and September 2024 Hard Rock advised 10 resellers that they were 'required' to sell Hard Rock products at prices no more than 10% below Hard Rock's recommended retail price, otherwise it may adjust pricing or cease supplying its products to them. Hard Rock also made statements on its website that contained false or misleading representations about the effect of the consumer guarantee provisions of the ACL.

Hard Rock fully cooperated with the ACCC and has undertaken to cease the resale price maintenance conduct, write to the resellers informing them of their freedom to set prices, update its website to remove the false or misleading representations about the effect of the consumer guarantees, and establish a competition and consumer compliance program.

Gas Market Code

The Gas Market Code seeks to ensure adequate supply of wholesale gas to the domestic market at reasonable prices and on reasonable terms. It has been in full effect since September 2023. Enforcing the code is a priority for the ACCC in an environment of elevated energy prices and broader cost of living pressures. Our approach is set out in our Compliance and Enforcement Guidelines on the Gas Market Code and we have an anonymous complaints portal to assist with detecting noncompliance.

During 2024–25 our compliance and enforcement work centred on: (a) monitoring relevant suppliers' compliance with reporting obligations and conditions of any exemptions; and (b) engagement with producers in relation to gas buyers' concerns about the ways in which gas is being offered and sold.

Cartel immunity applications

Table 3.3: Cartel immunity applications 2024–25

	Number
Approaches	8
Immunity application proffers	4
Decisions made not to grant conditional immunity following proffer	5
Civil conditional immunity granted	3
Criminal conditional immunity granted by CDPP upon ACCC recommendation	0

International engagement

Engagement and cooperation with our international counterparts is an essential contribution to the ACCC's enforcement strategy to address harm to consumers and businesses from anti-competitive conduct.

Participation in international forums including the Organisation for Economic Co-operation and Development (OECD) Competition Committee and the International Competition Network (ICN) provides opportunities for competition authorities from around the world to share best practices and discuss emerging trends.

Some highlights from our engagement in the Competition Committee this year were:

- Chair Cass-Gottlieb was re-elected as a member of the Competition Committee Bureau for 2025.
- The Chair highlighted outcomes and recommendations from the ACCC's Childcare Inquiry during a hearing on the care industry, providing important insights to other jurisdictions facing similar issues.
- We joined our regional colleagues at the 9th meeting of High-Level Representatives of the Asia-Pacific Authorities to discuss competition advocacy and the role of the state in the economy.

The ACCC continued its leadership roles on the ICN Steering Group and as part of a new multi-agency secretariat team. We also participated in several project groups and workshops, including a sustainability workshop on 'The role of competition in supporting sustainable development goals' organised by the French Competition Authority, the Autorité de la Concurrence.

The Pacific Island Network of Competition Consumer and Economic Regulators (PINCCER), formed in 2023, continues to grow and is an important forum for the ACCC to collaborate with our partners in the Pacific region. More information on PINCCER and our cooperation in the Pacific can be found under key activity 4.1.

In addition to participating in these international forums, we continued to support and build on existing relationships with counterparts in the region. We hosted study visits by the New Zealand Commerce Commission, the Indonesia Competition Commission and the Trade Competition Commission of Thailand. During the visit from our Thai counterparts, the ACCC signed a memorandum of understanding to enhance our partnership, facilitate cooperation, share information and provide technical assistance on competition matters. We also provided input to Australia's plan of action to implement the Australia-Vietnam Comprehensive Strategic Partnership.

Over the last decade, the Competition Law Implementation Program (CLIP), with support from the Australian and New Zealand governments, has been partnering with competition regulators in South-East Asia on both a regional and a bilateral basis, sharing knowledge and experience and

supporting Association of Southeast Asian Nations (ASEAN) competition authorities to enforce their competition laws. The ACCC greatly values the relationships that this cooperation has developed.

This year, CLIP has:

- supported the ASEAN Experts Group on Competition to develop the ASEAN Competition Action Plan 2030, which sets the strategic objectives and direction for implementing competition law in the ASEAN for the next 5 years
- delivered a workshop on competition law and policy in ASEAN
- facilitated Commissioner mentoring sessions between the ACCC and the Indonesia Competition Commission
- led a workshop on incorporating economic and legal analysis in competition cases for the Trade Competition Commission of Thailand
- signed new agreements with the Australian Government Department of Foreign Affairs and Trade to support bilateral partnerships with Cambodia, Indonesia, Thailand and Vietnam.

► Highlight

Partnerships in South-East Asia

More than 10 years ago, with the support of the Australian Government Department of Foreign Affairs and Trade, the ACCC began partnering with competition authorities in South-East Asia on a regional basis to deliver demand-driven, regulator-to-regulator cooperation under the Competition Law Implementation Program (CLIP). Since that time, the ACCC's international programs have evolved with the launch of the Consumer Affairs Program and the establishment of a range of complementary bilateral programs to support specific South-East Asian partners. The ACCC programs support Australia's commitments under competition chapters in regional and bilateral free trade agreements to cooperate and coordinate to foster effective competition law enforcement in the region.

In 2024–25 the ACCC's international programs further evolved, reflecting the Australian Government's international development program's priorities. As part of the government's commitment to deepening institutional partnerships in South-East Asia as outlined in [Invested: Australia's Southeast Asia economic strategy to 2040](#), the ACCC's international programs also now have a greater focus on bilateral relationships with new partnerships established with Indonesia, Thailand, Cambodia and Vietnam. All of these new partnerships focus on both competition and consumer protection policy and law.

As part of the launch of the Indonesia program, the ACCC worked with Indonesia's competition and consumer protection authorities to deliver an interactive session to identify synergies and priorities, solidifying the commitment between the ACCC and our Indonesian counterparts to advance a number of competition and consumer protection goals. Opportunities to share information through staff exchanges and workshops on priority areas will feature in our engagement with all partners. Establishing strong relationships based on mutual benefit, equity and respective strengths is key to partnership success and a core objective of our programs.

The ACCC stands ready to support Indonesia and Thailand through their OECD accession processes insofar as support is needed on competition and consumer protection law and policy.

Key activity 1.2: Make decisions on authorisation, notification and certification trade mark applications in the public interest

About this key activity

Australia's competition laws can prevent collaborations between competitors. However, the ACCC has broad powers to exempt businesses from Competition and Consumer Act requirements, allowing them to collaborate in situations where the likely benefits to the public outweigh the likely detriments.

Under the Competition and Consumer Act, businesses can apply to the ACCC for exemptions from competition laws so they can engage in arrangements that are not harmful to competition or are likely to result in overall public benefit. The ACCC makes decisions on authorisations and notifications that help the law to work more effectively in the interests of the community and provide a degree of flexibility.

All notifications and applications for authorisation are published on the ACCC's [authorisations and notifications registers](#). In 2024, one in 3 applications for authorisations entailed consideration of claimed environmental sustainability benefits.

We also assess certification trade mark applications to determine whether they may be to the detriment of consumers or competition.

Outcomes achieved

In addition to the performance measure results and analysis discussed under Table 3.2, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how it contributes to achieving our purpose.

Authorisation decisions included:

- Virgin Australia and Qatar Airways – integrated alliance
- Coles Group and participating supermarkets – soft plastics taskforce
- Infant Nutrition Council – marketing restrictions on infant formula
- Department of Climate Change, Energy, the Environment and Water – offshore renewable energy infrastructure
- Australian Banking Association Limited – cash-in-transit business continuity measures
- Tyre Stewardship Australia – end-of-life tyre collection and recycling scheme
- Australian Payments Network Limited – Bulk Electronic Clearing Systems.

► Highlight

ACCC denied authorisation to Infant Nutrition Council

On 25 March 2024 the Infant Nutrition Council lodged an application seeking reauthorisation to allow current and future manufacturers in, and importers into, Australia of infant formula to continue to make and give effect to the Marketing in Australia of Infant Formula: Manufacturers and Importers Agreement (MAIF Agreement) and its associated guidelines.

The MAIF Agreement was a voluntary self-regulatory code of conduct that governed the marketing of infant formula for infants up to 12 months of age. It aimed to contribute to safe and adequate nutrition for infants by protecting and promoting breastfeeding and ensuring the proper use of breastmilk substitutes.

Although it had been authorised since 1992, the ACCC had concerns that there were several factors that undermined the effectiveness of the MAIF Agreement in protecting rates of breastfeeding and achieving public health benefits, including:

- the voluntary nature of the agreement
- that breastmilk substitutes for children over 12 months of age were not captured within its scope
- that it only applied to manufacturers of infant formula, not to retailers
- its limited ability to effectively regulate modern digital marketing practices, such as social media advertising and marketing using data algorithms
- the lack of sanctions for breaching the agreement.

In April 2024 the Australian Government Department of Health and Aged Care released an independent review of the MAIF Agreement which found that the voluntary, self-regulatory approach to regulating infant formula marketing was no longer fit for purpose. It recommended that a legislated, prescribed, mandatory code be established to regulate infant formula marketing.

On 20 September 2024 the ACCC issued a draft determination proposing to deny authorisation. The ACCC received over 200 submissions from interested parties, the majority of which opposed reauthorisation. The ACCC also convened a pre-decision conference to allow interested parties to express their views.

On 17 October 2024 the Department of Health and Aged Care made a public submission to the ACCC announcing the government's intention, within an estimated 2 years, to replace the MAIF Agreement with stronger mandatory controls to protect the health of mothers and babies. The department supported authorisation of the MAIF Agreement for a further 2 years.

After stakeholder consultation, the ACCC remained concerned that the public benefits that resulted or were likely to result from the conduct were diminishing over time. The ACCC also considered that the conduct was likely to result in some public detriments by reducing competition between manufacturers and importers of infant formula.

On 6 February 2025 the ACCC released a final determination denying authorisation, as it was no longer satisfied that the conduct would result, or be likely to result, in a net public benefit.

► Highlight

ACCC granted authorisation to Virgin Australia and Qatar Airways

On 11 October 2024 Virgin Australia and Qatar Airways lodged an application seeking authorisation to engage in cooperation on the deployment of capacity on routes between Australia and Doha, including Virgin Australia commencing daily scheduled return services between Brisbane, Melbourne, Perth and Sydney and Doha.

On 29 November 2024 the ACCC granted interim authorisation to enable the applicants to commence marketing and selling the new services. At the same time, the ACCC accepted a court enforceable undertaking from the applicants pursuant to section 87B of the Competition and Consumer Act that provided clarity to passengers about their rights and protections if necessary regulatory approvals were not granted to the applicants and the new services did not proceed.

On 18 February 2025 the ACCC issued a draft determination proposing to grant authorisation for 5 years.

On 28 March 2025 the ACCC issued a final determination granting authorisation for a period of 5 years, until 23 April 2030.

The ACCC considered that the conduct is likely to result in public benefits from enhanced products and services in the form of increased long-haul international frequencies, improved connectivity and convenience for customers of the applicants and better loyalty program and lounge benefits to eligible customers, together with some limited stimulation of tourism and trade. The conduct also entailed collaboration on sustainability initiatives, although this was not material to the final determination.

► Highlight

ACCC's authorisation role in the cash-in-transit industry

In May 2024 the ACCC granted authorisation to the Australian Banking Association, certain banks, retailers and other industry participants to allow them to discuss and develop responses to support the distribution of cash across Australia. This came after the major supplier of cash-in-transit services in Australia, Armaguard, expressed the concern that the industry cannot be sustained in its current form. There is considerable public benefit in ensuring that communities, particularly those in regional and remote areas, have continued access to cash.

During 2024–25 the ACCC has continued to assess applications for authorisation from the Australian Banking Association, which is seeking authorisation for itself, major banks and retailers, the Reserve Bank of Australia, Treasury and Armaguard to discuss, share information, reach agreement on and/or implement assistance measures to support wholesale cash viability and access to cash by businesses and members of the public.

The assistance measures are short-term financial contributions and operational sustainability and efficiency measures that can be implemented across services provided to each of those banks and retailers.

The parties have also sought authorisation for the development of an independent pricing mechanism.

On 3 July 2024 the ACCC granted interim authorisation with a condition concerning short-term financial contributions to Armaguard. On 12 September and 11 December 2024 the ACCC granted new interim authorisations for an expanded range of conduct with conditions.

On 11 December 2024 the ACCC issued a draft determination on the short-term financial contributions to Armaguard, the operational sustainability and efficiency measures and the development of an independent pricing mechanism.

Release of the sustainability collaborations guidelines

The ACCC recognises the critical role that sustainability plays in decision making across the corporate sector and that businesses are increasingly seeking to collaborate to improve sustainability outcomes. To assist businesses to better understand competition law as it relates to sustainability collaborations, the ACCC released its final guidance *Sustainability collaborations and Australian competition law* on 18 December 2024.

The final guidance includes a comprehensive guide, a quick guide and a 5-step checklist. In essence, the guidance seeks to provide clarity on the circumstances in which sustainability collaborations are unlikely to breach competition law, what exemptions are available for higher risk collaborations and the range of public benefits that can be considered in authorisation assessments. Importantly, our guidance recognises that sustainability objectives are not always environmental in nature and can include social objectives such as those relating to anti-slavery and governance initiatives.

The ACCC initially released a draft version of the guidance for consultation on 8 July 2024. We received 37 submissions on the draft guidance from a range of businesses, including not-for-profits, peak industry bodies and international companies. We also met with key stakeholders to discuss their views.

Most submissions were generally supportive of the draft guidance. However, respondents identified some key areas for improvement, including the need for additional low-risk case studies. We took this feedback into account in updating the guidance. The new guidance now includes a range of practical examples of low-risk sustainability collaborations, such as joint research and development, information sharing, and joint supply chain activities.

Key activity 1.3: Undertake market studies and inquiries to contribute to improved market outcomes

About this key activity

Relevant ministers may direct the ACCC to undertake certain activities, including market studies, inquiries and monitoring the prices, costs and profits of an industry or business. The ACCC can also undertake self-initiated market studies and research reports. These all enable the ACCC to:

- develop a sophisticated understanding of how well competition and markets are working in particular sectors
- bring transparency and awareness to issues and information that support efficient market functioning (including efficient investment and consumption decisions) and support changed behaviour from businesses and consumers
- make recommendations to government about ways to improve the functioning of markets.

ACCC market studies and inquiries have wide-ranging impacts over time. Over 2024–25 insights and findings from market studies and inquiries contributed to policy debates, law reform proposals and compliance and enforcement work. They also contributed to our knowledge and understanding of the competition dynamics in key markets or industry sectors.

For example, in 2024–25 we continued to monitor prices, costs and profits of certain insurance products following the introduction of the government’s cyclone reinsurance pool. We also continued our work in the digital platforms space. We progressed the Electricity Market Monitoring Inquiry, which commenced in 2018 and will be extended to 2026, and the Gas Inquiry, which we will undertake until 2030. We also monitored a range of other sectors. The electricity and gas work is covered in Part 3, strategic objective 6.

The ACCC periodically conducts market studies on product safety issues. For example, in 2024–25 we conducted a market study on lithium-ion batteries. This is discussed further in Part 3, strategic objective 5.

All reports are available in full on our [website](#).

Outcomes achieved

In addition to the performance measure results and analysis discussed under Table 3.2, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how this contributes to achieving our purpose.

Digital platforms

Working with Treasury on a new digital competition regime

On 2 December 2024 the Australian Government announced its intent to implement a new digital competition regime in Australia and released a ‘proposal paper’ seeking views on how this regime should be implemented. The release of the proposal paper followed the government’s in-principle support for all recommendations in the September 2022 interim report of the ACCC’s Digital Platform Services Inquiry (DPSI), which focused on regulatory reform.

Consultation on the paper was managed by Treasury. Since the closure of Treasury consultation on 14 February 2025, the ACCC has continued to work closely with Treasury on the development of the proposed framework, which includes new competition rules to protect and promote competition in markets for digital platform services. These new rules will only apply to 'designated' digital platforms that meet clear criteria relevant to their incentive and ability to harm competition.

The reforms will promote innovation and productivity by addressing anti-competitive conduct that can reduce the quality, price, choice and terms of use of digital platform services available to Australian consumers and businesses, as well as increasing the price.

Implementation of these reforms in Australia would follow the recent introduction of digital competition regimes in the European Union, Japan and United Kingdom.

The ACCC's work on the implementation of this new regime will continue alongside its general oversight of competition and consumer issues in digital markets. The ACCC will also continue to work extensively with other Australian regulators and international counterparts that regulate digital platform markets to monitor developments, share information and coordinate activities. This includes participation in the Digital Platform Regulators Forum (DP-Reg) along with the Office of the Australian Information Commissioner, the Australian Communications and Media Authority and eSafety Commissioner.

Digital Platform Services Inquiry Interim Report No. 9 – revisiting general search services

On 4 December 2024 the ACCC released the ninth interim report for the DPSI.

The report revisited competition and consumer issues arising in the supply of general search services in Australia. It examined technology, regulatory and industry change since the ACCC last considered general search services in the inquiry's September 2021 interim report, including the impact of general search and trends in search quality.

The report did not make any new recommendations but highlighted the continued need for regulatory reform to address digital platform related competition and consumer harms, as recommended in the September 2022 interim report of the DPSI.

The report observed that:

- Google's dominance in general search services in Australia has continued despite regulatory and technological changes to search.
- Google also continues to be the default search engine on most browsers because it has commercial pre-installation and default arrangements with third parties and it owns the Chrome browser.
- While the technology is still evolving, by the report's submission on 31 September 2024, generative AI had caused limited disruption to general search services in Australia.
- As Australians use general search services so frequently, changes in the quality of these services have the potential to considerably affect their daily lives. Features that affect quality of general search services include:
 - prominence and number of advertisements, including sponsored search results
 - prevalence of search engine optimised content, which can cause low-quality websites to rank higher in search results than higher quality websites
 - diversity and personalisation of search results.

► Highlight

Digital Platform Services Inquiry final report

In 2024–25 the ACCC completed the Digital Platform Services Inquiry (DPSI) – a 5-year inquiry into markets for the supply of digital platform services that commenced on 10 February 2020.

On 23 June 2025 the ACCC released the final report of the DPSI. The key messages of this report include:

There is broad international recognition that existing enforcement tools are inadequate to address anti-competitive conduct in digital markets. New ‘up-front’ regulation is needed to increase competition and innovation and protect consumers in digital markets:

- Targeted service-specific codes for digital platforms would provide the best tool to address competition harms and promote innovation in Australia. Regulation of app marketplaces/mobile OS and ad tech should be prioritised under those codes.
- Consistent with the ACCC’s previous findings, Meta and Apple remain 2 of the largest providers of standalone online private messaging services in Australia. Non-standalone online messaging services have grown significantly, including those offered within Instagram and TikTok. This growth is largely driven by young people. Despite this growth, there has been little change in the overall usage of Meta and Apple’s services.
- Given the dynamic nature of digital platform services, it will be critical that emerging services and technologies are monitored to ensure new digital competition regulation remains fit for purpose.
- The ACCC has identified potential risks to competition in cloud computing and generative AI and noted that generative AI may affect competitive dynamics in a wide range of other markets.
- Consumers continue to face harms from unfair trading practices in digital markets, including manipulative design practices, undisclosed sponsorships and subscription traps. The ACCC continues to support a general prohibition on unfair trading practices for consumers and small businesses.
- Consumers and small businesses need an independent external dispute resolution body for digital platform services.

The final report reiterates the ACCC’s support for previous DPSI recommendations, including economy-wide and platform-specific consumer measures; and the introduction of a new digital competition regime. It also recommends that:

- the ACCC be given a monitoring function for emerging digital technologies under the proposed digital competition regime
- the government prioritise a whole-of-government approach to digital platform regulation and endorse the Digital Platform Regulators Forum (DP-Reg) as a permanent forum with adequate resources.

The DPSI has released 10 separate reports providing in-depth analysis of competition and consumer issues related to:

- online private messaging services (September 2020 interim report)
- app marketplaces (March 2021 interim report)
- web browsers and general search services (September 2021 interim report)
- general online retail marketplaces (March 2022 interim report)
- the need for regulatory reform (September 2022 interim report)
- social media services (March 2023 interim report)
- expanding ecosystems of digital platform providers (September 2023 interim report)
- data products and services (March 2024 interim report)
- changes to general search services and trends in search quality (September 2024 interim report)
- regulatory and market developments and potential and emerging issues in cloud computing, generative AI and online gaming (final report).

The DPSI final report also marks the ACCC's completion of 7 years of focused investigation and analysis of digital platform markets, which has also included the original Digital Platforms Inquiry (2017–2019) and the Digital Advertising Services Inquiry (2020–2021).

Reducing costs of international money transfers

On 30 July 2024 we published our report on [Transparency and competition in international money transfer services](#). This report examined the international money transfer market 5 years on from the final report of our [Foreign Currency Conversion Services Inquiry](#). We found that, while improved transparency has lowered costs for Australian consumers who send money overseas, consumers are still missing out on over \$200 million in potential savings. Significant savings are available if consumers shop around, use online foreign exchange calculators to compare prices, and switch to low-cost providers. We also amended our [Best practice guidance for foreign cash and international money transfer services](#), which we finalised in October 2024, to give further direction to businesses and provide better transparency for consumers.

Insurance: monitoring the impact of the cyclone reinsurance pool

In September 2024 the ACCC issued its third [Insurance monitoring report](#) examining the prices, costs and profits of certain insurance products and the effect of the government's cyclone reinsurance pool. The report found that the pool is beginning to deliver premium relief for some consumers in some regions facing higher risk of cyclones. The pool appeared to be reducing costs for insurers to reinsure cyclone risk, but other cost increases have offset those cost savings to varying extents. Despite the early impacts of the pool, affordability remains a key concern: premiums remain very high for many consumers in northern Australia and are generally rising around the country.

Supermarkets Inquiry

In 2024–25 the ACCC completed the Supermarkets Inquiry – a one-year inquiry into markets for the supply of groceries, which commenced on 2 February 2024.

On 27 September 2024 the ACCC released its interim report, which outlined what the ACCC had heard from consumers, suppliers and other interested parties at the halfway point of the inquiry. It identified key issues and next steps for the inquiry.

In November 2024 the ACCC conducted a series of public hearings with consumer and supplier representatives and with supermarket representatives. For the first time, the ACCC livestreamed the hearings, providing transparency and accessibility for interested parties.

On 21 March 2025 the ACCC released the final report of the Supermarkets Inquiry. Key findings of the report were as follows:

- The supermarket industry is highly concentrated, with an oligopolistic market structure in which Coles and Woolworths have limited incentive to compete vigorously with each other on price.
- ALDI, Coles and Woolworths appear to be among the most profitable supermarket businesses compared with peers in other countries.
- Coles and Woolworths' pricing, promotions and loyalty programs can be confusing to consumers, affecting their ability to make informed purchasing decisions.
- Coles and Woolworths are sometimes able to exercise monopsony power over their suppliers – most commonly fresh produce suppliers. This can affect trading terms and risk allocation, ultimately leading to undersupply of affected products and reduced investment by suppliers, and in turn higher prices and reduced choice or quality for consumers.

The final report made recommendations to improve the functioning of the relevant markets, including:

- measures to increase transparency in pricing, promotions and loyalty programs
- regulatory changes and enhanced transparency for suppliers
- closer scrutiny of land and supermarket acquisitions by Coles and Woolworths and reduction of barriers to expansion by their rivals.

Strategic objective 2: Prevent anti-competitive mergers

About this strategic objective

The ACCC enforces laws in Part IV of the Competition and Consumer Act that prohibit mergers and acquisitions that are likely to substantially lessen competition. To achieve this strategic objective, we undertake the following key activity:

- 2.1 – Assess mergers to prevent changes in market structures that substantially lessen competition.

Our priorities

To prevent permanent structural changes in markets that are likely to substantially lessen competition, the ACCC has continued to assess and review mergers through both the informal clearance process and the merger authorisation process (although no merger authorisation applications were received during the financial year). The ACCC carefully scrutinises contentious acquisitions of assets or businesses to ensure they will not result in a likely substantial lessening of competition. At the same time, we make decisions on non-contentious proposals expeditiously so legitimate business activity is not unduly delayed.

Performance measures

Table 3.4: Performance measures for strategic objective 2

	2021–22	2022–23	2023–24	2024	25	
Performance measure	Result	Result	Result	Target	Result	Met?
2a. Percentage of merger matters considered (under the informal merger review process) that were finalised by pre-assessment	94%	93%	93%	80–95%	89%	✓
Methodology: Number of pre-assessed mergers divided by total number of assessed mergers, expressed as a percentage						
Data source: Internal records (Dynamics)						
Related regulator best practice principles: 1, 2 and 3						
Related key activities: 2.1						

	2021–22	2022–23	2023–24	2024–25	
Performance measure	Result	Result	Result	Target	Result Met?
2b. Percentage of merger matters subject to Phase 1 only of public review that were finalised within 12 weeks (excluding time periods where information is outstanding)	84%	100%	90%	80%	72% 
Methodology: For mergers that have not involved the issuance of a statement of issues or the acceptance of a section 87B undertaking, excluding assessments where no decision was made, where the number of business days less timeline suspensions divided by 5 is less than or equal to 12, expressed as a percentage					
Data source: Internal records (Dynamics)					
Related regulator best practice principles: 1, 2 and 3					
Related key activities: 2.1					
2c. Effectiveness survey 'index score' (out of 100) that key stakeholders agree the ACCC's assessment of mergers is effective in preventing changes in market structures that substantially lessen competition [#]	-	66.7	-	70	67 
Methodology: The index score is the mean (average) response for the question/s across respondents (using the numerical score from the 5-point response scale) transformed into a 0- to 100-point scale					
Data source: ACCC Effectiveness Survey					
Related regulator best practice principles: 1, 2 and 3					
Related key activities: 2.1					

[#] Not reported on prior to 2022–23, and only conducted biennially.

Analysis of results

For mergers considered under the informal merger regime, we aim to consider non-contentious mergers expeditiously, with a target to pre-assess 80–95% of transactions. This year we pre-assessed 89% of transactions because of the low risk that competition concerns would be raised (measure 2a). The vast majority of these assessments were completed within 4 weeks, excluding time taken for merger parties to respond to information requests. The remaining 11% of mergers that underwent a public informal review were the more complex and potentially contentious matters. The ACCC completed 72% of Phase 1 reviews within 12 weeks, partially meeting our target of 80% (measure 2b).

While the ACCC aims to complete merger reviews as quickly as possible, the focus is on achieving the right decision. The public expects the ACCC to closely scrutinise mergers involving concentrated markets and complex transactions. A number of the public reviews carried out in 2024–25 also involved novel markets with which the ACCC was not yet familiar and/or involved the late receipt of information which necessitated further in-depth inquiries.

Key activity 2.1: Assess mergers to prevent structural changes that substantially lessen competition

About this key activity

This key activity is underpinned by section 50 of the Competition and Consumer Act, which prohibits acquisitions that substantially lessen competition in any market in Australia or are likely to do so.

The vast majority of mergers reviewed by the ACCC are considered under an informal merger review process to determine whether a merger will result in a likely substantial lessening of competition. The process allows merger parties to seek the ACCC's views on a merger before they proceed with it. By ascertaining our views beforehand, they can manage the risk of regulatory intervention later.

As part of our role in reviewing mergers and acquisitions, we have the power to bring court proceedings where we consider that an acquisition would breach section 50. We are also able to accept court enforceable undertakings from merger parties to address competition concerns.

Separate to the informal clearance regime, merger parties may apply for authorisation of a proposed merger for statutory protection from legal action under section 50.

As noted in highlight below, the merger review regime was significantly reformed through legislation in late 2024, with the new regime commencing on a voluntary basis from 1 July 2025.

Outcomes achieved

In addition to the performance measure results and analysis discussed under Table 3.4, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how it contributes to achieving our purpose.

Informal merger reviews

In 2024–25 we assessed 323 mergers that were notified to the ACCC under the informal review regime or that were referred to the ACCC by other regulatory agencies or identified through monitoring and intelligence gathering. Of the 323 mergers that were assessed:

- 289 were pre-assessed
- 34 were subject to a public review. Of these:
 - 22 were not opposed, none of which were not opposed after the proposed acquisition was revised to address competition concern
 - 0 were opposed outright
 - 8 were not opposed after acceptance of a remedy
 - 3 were withdrawn, 2 of which were withdrawn after a statement of issues was released
 - 1 was discontinued by the ACCC following concerns about an approach contemplated by the merger parties to providing information to the ACCC
 - 0 reviews were discontinued following developments in overseas jurisdictions.

The following are some of the significant public merger reviews the ACCC considered in 2024–25.

Review of Optus Mobile Pty Ltd and TPG Telecom Limited's proposed network and spectrum sharing

On 12 July 2024 the ACCC began a review of Optus and TPG's proposed network and spectrum sharing agreements, including acquisitions which were integral to those arrangements. That arrangement broadly involved TPG authorising Optus to use spectrum that it currently owns and Optus providing TPG with network services through active mobile network infrastructure sharing in certain regional areas where TPG will decommission its network infrastructure. In metropolitan areas where around 81.6% of the Australian population reside, TPG will continue to operate its own mobile network.

In considering the proposed arrangement, the ACCC focused on the likely competition effects of the acquisitions but had regard to all aspects of Optus and TPG's proposed arrangement.

The ACCC concluded that the proposed acquisitions were not likely to substantially lessen competition in any relevant market. The ACCC found that the proposed arrangements were likely to enhance TPG's competitive position in retail and wholesale markets relative to Telstra and Optus.

The ACCC also found that Optus' rivalry with Telstra, not TPG, is the primary driver of its mobile network strategy in regional areas. The proposed arrangement was likely to enhance Optus' ability to compete with Telstra in regional areas by supporting its 5G rollout through access to TPG's spectrum and incremental revenue.

The ACCC's consideration of Optus and TPG's proposed network and spectrum sharing follows the ACCC's decision in 2022 to deny authorisation for Telstra and TPG to enter into similar arrangements. In that case the ACCC found that this arrangement would have the likely effect of substantially lessening competition. As part of that earlier consideration, the ACCC found there was a realistic prospect that TPG and Optus would enter into a roaming or network sharing agreement and rejected TPG's arguments at the time that a network and spectrum sharing agreement with Optus was not a real commercial likelihood.

Review of Sigma's proposed acquisition of Chemist Warehouse

On 8 March 2024 the ACCC commenced a review of Sigma's proposed acquisition of Chemist Warehouse. On 7 November 2024 the ACCC decided not to oppose the transaction after accepting a court enforceable undertaking from Sigma.

The ACCC was concerned that, absent the undertaking, the merged Sigma Chemist Warehouse may have the ability and incentive to worsen terms to non-Chemist Warehouse pharmacies that were in competition with Chemist Warehouse banner pharmacies. This could lead to a likely substantial lessening of competition in pharmacy retailing in Australia.

Sigma committed to 3 key obligations in the undertaking to address this concern. Sigma will not prevent or hinder franchisees, wholesale or buying group customers that had entered into any agreement before 1 July 2024 from terminating their agreements with Sigma. The undertaking also requires Sigma to safeguard and delete the data of those pharmacies that choose to switch. The merged Sigma Chemist Warehouse is also required to continue as a pharmaceutical wholesaler under the Australian Government's Community Service Obligation arrangements for 5 years.

The ACCC also considered whether the acquisition would impact the acquisition of pharmacy retail products, including generic medicines. It found that suppliers and manufacturers of these products had multiple channels available to them to reach consumers, including through alternative wholesalers and direct to pharmacy arrangements. For products other than Pharmaceutical Benefits Scheme medicines, non-pharmacy retailers were also key alternatives.

Review of Blackstone Group (HK) Limited's proposed acquisition of I'rom Group Co Limited

On 24 July 2024 the ACCC commenced a review of funds managed or advised by Blackstone Group (HK) Limited's or its affiliates' (Blackstone) proposed acquisition of I'rom Group Co Limited (I'rom). Blackstone indirectly owns Nucleus Network Pty Ltd (Nucleus) and I'rom owned CMAX Clinical Research Pty Ltd (CMAX), both of which supply phase 1 clinical trial services in Australia to biotechnology and pharmaceutical companies developing new medicines.

On 20 December 2024 the ACCC decided not to oppose the proposed acquisition after accepting a court enforceable undertaking from Blackstone to divest CMAX.

The ACCC considered that the loss of competition between Nucleus and CMAX was likely to lead to the prices of phase 1 clinical trial services in Australia being higher and/or the quality of those services being lower than they would be without the proposed acquisition.

However, the ACCC considered that a divestiture of CMAX would address its competition concerns, as Nucleus and CMAX would not be under common ownership following the divestiture.

Merger authorisations

The ACCC may receive applications for merger authorisation. We grant merger authorisation if we are satisfied that the proposed merger would not be likely to substantially lessen competition or, alternatively, that the likely public benefit from the proposed merger outweighs the likely public detriment.

In 2024–25 we did not receive any applications for merger authorisation.

All publicly reviewed informal merger decisions and merger authorisation decisions since 2017 are published on the ACCC's [mergers public registers](#).

The ACCC also investigates certain mergers and acquisitions that have been completed without informal clearance. In 2024–25 we commenced the investigation of 13 completed acquisitions.

► Highlight

Passage of merger reform legislation and preparation for the commencement of a new merger regime

On 28 November 2024 the Australian Parliament passed the Treasury Laws Amendment (Mergers and Acquisitions Reform) Act 2024. The amendments implement significant and important reforms to Australia's merger control regime.

The key change is the move from the current informal, voluntary judicial enforcement system to a primarily administrative regime that requires mandatory notification of certain acquisitions. Businesses must not complete these acquisitions without approval from the ACCC or Australian Competition Tribunal.

The new regime will come into effect from 1 January 2026, but businesses can start using the new regime on a voluntary basis from 1 July 2025.

Once the parliament had passed the legislation, the ACCC began significant implementation work to prepare us, business and advisers for the changes. For example, we have expanded our teams, with a particular focus on recruiting more economists to enhance our economic and data analysis capability. Our IT systems are also being updated to improve efficiency and transparency, including to develop an online lodgement portal and public register for notified acquisitions.

In March 2025 the ACCC released for consultation draft guidance materials explaining the new process and analytical framework that will apply under the new regime. We also issued guidance for business and their advisers to assist them to manage the transitional period leading up to the commencement of the new regime. In April 2025 Treasury began consultation on the development of a legislative instrument setting out the notification thresholds and forms.

In June 2025 the ACCC published updated merger assessment guidelines following the consultation conducted over March to April. The guidelines outline the analytical framework the ACCC will apply when assessing notified acquisitions under the new regime. They are intended to assist with understanding how the ACCC will assess acquisitions under the new regime and to provide greater predictability and transparency regarding ACCC decision-making.

The legislative instrument setting the notification thresholds, forms and fees was registered on 30 June 2025. On 30 June 2025 the ACCC published updated merger process guidelines to outline the ACCC's processes when assessing acquisitions and expectations for how relevant stakeholders can engage with the ACCC.

The ACCC's guidance material and other key information is available on the ACCC's website. The successful implementation of the reforms and promoting compliance with the new regime will be a significant focus for the ACCC in 2025–26.

Strategic objective 3: Improve competition and choice by facilitating safe and secure data sharing by consumers through the Consumer Data Right

About this strategic objective

The Consumer Data Right (CDR) provisions of Part IVD of the Competition and Consumer Act aim to create more choice and competition by:

1. allowing consumers to request businesses to safely disclose the consumer's own data to authorised third parties that can use the data to provide new and better services to the consumer
2. requiring businesses to make certain standardised product information available to any person in machine-readable format.

To achieve this strategic objective, we undertake the following key activities:

- 3.1 – Maintain the register and deliver, secure, and support the enabling technology solutions for the Consumer Data Right.
- 3.2 – Accredited Consumer Data Right data recipients, promote compliance with and enforce the Consumer Data Right rules and standards to ensure that consumers can trust the security and integrity of the program.

The ACCC has accountabilities under CDR alongside the Treasury, Data Standards Body and the Office of the Australian Information Commissioner. We work closely with these and other government agencies in performing our roles.

Our priorities

In 2024–25 the ACCC continued its efforts to promote compliance with the CDR legislation, CDR Rules and Consumer Data Standards with a particular focus on consumer data and product data quality. This includes through providing regulatory guidance, working with participants to resolve instances of non-compliance and taking proportionate enforcement action where appropriate.

We also continued to support the operation of CDR in the banking and energy sectors, where an increasing number of participants are active, and are preparing for the rollout of CDR in the non-bank lending sector in 2026.

Consumers access CDR through products and services offered to them by accredited data recipients or their CDR representatives. We have continued to undertake robust assessment of applications from prospective accredited persons to ensure they are capable of meeting requirements for participating in CDR.

The Register and Accreditation Application Platform (RAAP) provides the technical infrastructure for data holders and accredited data recipients to ensure that data can be exchanged securely. During 2024–25 we planned, designed, built, tested and deployed further changes to the RAAP and supporting systems to allow for the implementation of new Consumer Data Standards and ongoing compliance with the CDR Rules. We continued to manage and support these technology solutions, including ensuring that the RAAP was maintained and remained accessible, and relevant incidents were responded to and resolved within agreed timeframes. Over the year we also enhanced tools that participants can use to test their own technology solutions.

We worked closely with Treasury on future legislative and policy issues and with the Data Standards Body on future Consumer Data Standards requirements.

Protecting the integrity of the CDR technology infrastructure and systems from cyber security threats is an important priority. We continued to strengthen our cyber security controls and work with other CDR entities to support a whole-of-program approach to cyber security.

Performance measures

Table 3.5: Performance measures for strategic objective 3

Performance measures	2021–22	2022–23	2023–24	2024–25		Met?
	Result	Result	Result	Target	Result	
3a. Availability of the Register of Accredited Persons [#]	99.9%	99.9%	100%	99.9%	100%	✓
Methodology: Scheduled uptime minus downtime of the Register divided by scheduled uptime, expressed as a percentage						
Data source: Reports from the Managed Services Provider						
Related regulator best practice principles: N/A						
Related key activities: 3.1						
3b. Number of Consumer Data Right investigations completed [#]	5	3	5	5	5	✓
Methodology: Count and cross-check of the total number of CDR initial investigations and in-depth investigations completed during the financial year						
Data source: Internal records (Dynamics and iManage)						
Related regulator best practice principles: 1, 2 and 3						
Related key activities: 3.2						

	2021–22	2022–23	2023–24	2024–25		
Performance measures	Result	Result	Result	Target	Result	Met?
3c. Effectiveness survey ‘index score’ (out of 100) that key stakeholders agree the ACCC effectively improves competition by facilitating safe and secure data sharing by consumers through the Consumer Data Right*	-	-	-	70	60	
Methodology: Each reported index is the average of individual question indices for questions that address the strategic objective. The index score is the mean (average) response for the question/s across respondents (using the numerical score from the 5-point response scale) transformed into a 0- to 100-point scale. Future targets are set based on 2023 survey results Data source: ACCC Effectiveness Survey – Independent Report Related regulator best practice principles: 1, 2 and 3 Related key activities: 3.1 and 3.2						

Not reported on prior to 2021–22.

* Not reported on prior to 2022–23, and only conducted biennially.

Analysis of results

In 2024–25 the Register of Accredited Persons (the Register) and associated database were available 100% of the time (measure 3a). This enabled participants to authenticate each other and determine entitlement to share data in real time, thus helping to facilitate the secure sharing of data for consumers.

Consumers should be able to trust that we are monitoring CDR participants’ compliance with the relevant laws, CDR Rules and Consumer Data Standards, and taking enforcement action where appropriate. Measure 3b in Table 3.5 summarises the ACCC’s activities in investigating and pursuing CDR compliance breaches. The result includes investigations where our inquiries led us to decide not to pursue formal enforcement action or litigation to deal with the matter or issue, in line with the [ACCC/OAIC Compliance and Enforcement Policy for the Consumer Data Right](#). In 2024–25 we met our target to complete 5 investigations. Further information about our compliance and enforcement work is under key activity 3.2.

Key activity 3.1: Maintain the register and deliver, secure, and support the enabling technology solutions for the Consumer Data Right

About this key activity

The ACCC has responsibility to plan, design, build, test, run and ensure the security of the Register and Accreditation Application Platform (RAAP). The RAAP helps facilitate the safe and secure processing of consumer data requests in the banking and energy sectors.

The RAAP underpins both the Register, which provides a record of accredited persons as required by the Competition and Consumer Act; and the associated database, which holds other information in association with the Register. Information from this Register and associated database is published on the CDR website.

Persons or entities can use the RAAP's user-friendly participant portal to register as data holders or apply for accreditation. Once accredited or registered, they must complete an on-boarding process to be activated on the Register and/or associated database.

We also provide a Conformance Test Suite and a range of participant testing tools. The Conformance Test Suite allows data holders and accredited data recipients to test the technical conformance of specific areas of their production-ready software against regulatory requirements. The participant testing tools assist participants to test their CDR solutions in non-production environments. Both kinds of testing help protect the integrity of the Register and associated database and the CDR ecosystem.

Cybersecurity is a fundamental element of CDR operations. We adhere to the Australian Government's Information Security Manual and are particularly focused on improving our maturity in line with the Australian Cyber Security Centre's Essential 8 controls. We also work with other CDR entities to support a whole-of-program approach to cybersecurity.

Outcomes achieved

In addition to the performance measure results and analysis under Table 3.5, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how this contributes to achieving our purpose.

In 2024–25 we on-boarded 8 data holders, including 5 for banking and 3 for energy; 4 additional banking and 10 additional energy data holder brands; 1 data recipient; and 46 additional data recipient software products to the Register and associated database.

We implemented changes to our CDR technology solutions to align with updates to policy and the Consumer Data Standards; and delivered user experience improvements, including:

- enhancing search functionality on the CDR website to allow for more meaningful and relevant searches of CDR participants
- making the process for on-boarding to the Register and associated database more efficient.

We also continued to maintain our existing technology solutions. For example, we made improvements to our technical architecture to strengthen security, availability, scalability and performance.

When incidents arise in our CDR technology, we aim to resolve them quickly and effectively. We also actively monitor incidents that arise between participants to encourage the relevant participants to resolve these incidents promptly (recognising that it is not the ACCC's role to directly resolve these incidents). Between 1 July 2024 and 30 June 2025 we:

- monitored 1,733 CDR external incidents within the CDR ecosystem³
- resolved 87 CDR internal RAAP incidents, logged by participants, that flagged issues with the Register or associated database
- resolved 30 Conformance Test Suite incidents that participants raised about issues in the conformance test environment
- completed 873 service requests from users for information, advice, standard changes or access to a service.⁴

We continue to strengthen our cybersecurity position. We collect comprehensive cybersecurity statistics, analysing hundreds of millions of potentially suspicious events monthly. These events are refined and categorised for further investigation, escalation or action as necessary. This data is not released publicly, but it informs our decision making, helps us allocate resources efficiently, and guides our continuous improvement in cybersecurity.

3 External incidents are technical incidents that impact the exchange of data between participants. These incidents relate to systems that are managed by participants and are raised by participants where the resolving party is another data holder or data recipient. The ACCC monitors external incidents to gain insight into ecosystem activity.

4 This includes access requests and general inquiries and requests for information received through the CDR Service Management Portal.

Key activity 3.2: Accredited Consumer Data Right data recipients, promote compliance with and enforce the Consumer Data Right rules and standards to ensure that consumers can trust the security and integrity of the program

About this key activity

Accreditation

The ACCC is the CDR Accreditor (formerly called the Data Recipient Accreditor⁵) under the Competition and Consumer Act and is therefore responsible for accrediting persons.

To ensure that data sharing is safe and secure, any person in Australia or overseas who wishes to receive CDR consumer data directly from data holders must be accredited (through either unrestricted or sponsored accreditation). An unrestricted accredited person may also pass certain information to a sponsored accredited data recipient or to a CDR representative as part of a CDR representative arrangement. Accredited persons must meet continuing obligations.

Consumers and participants need to have confidence in the integrity of CDR, so the ACCC ensures its accreditation regime is rigorous. It requires applicants to demonstrate that they meet the criteria for accreditation under the CDR Rules, including:

- having information security safeguards in place to protect consumer data
- being a fit and proper person to manage CDR data
- having internal and external dispute resolution processes
- maintaining adequate insurance.

The CDR Rules also give the ACCC the power to suspend or revoke accreditation in certain circumstances.

Further information about the exercise of the ACCC's CDR accreditation powers is in Appendix 8.

Compliance and enforcement

CDR enforcement is a co-regulatory effort between the ACCC and the Office of the Australian Information Commissioner (OAIC).

The ACCC is responsible for enforcing compliance with Part IVD of the Competition and Consumer Act, the CDR Rules and the Consumer Data Standards. We have responsibility for taking strategic enforcement action to address conduct causing systemic detriment to the CDR regime; and for enforcing accredited persons' and data holders' compliance with their continuing obligations. The OAIC has responsibility for privacy aspects of CDR.

Our compliance and enforcement activities include:

- monitoring and investigating compliance with the Competition and Consumer Act, CDR Rules and Consumer Data Standards
- providing guidance to help participants understand and comply with their CDR obligations

5 This was changed by Part 7 of the *Treasury Laws Amendment (Consumer Data Right) Act 2024*.

- taking enforcement action where appropriate in line with the priorities in the [ACCC/OAIC Compliance and Enforcement Policy for the Consumer Data Right](#).

Potential noncompliance with CDR obligations is detected through the monitoring of various sources of information and intelligence. Data holders are also encouraged to self-report noncompliance to us.

Proportionality, fairness, individual circumstances and the broader objectives of the program are central to every enforcement consideration. For the majority of cases where compliance concerns are identified, we work with the business to understand how the issue occurred and agree on a resolution of the issue that balances potential consumer harm and integrity of the CDR with the practical impact on the business to remedy the compliance issue. The ACCC has a range of enforcement options available. For example, matters can be resolved through administrative resolutions, issuing of infringement notices, acceptance of court enforceable undertakings, and initiation of court proceedings for the most serious instances of potential noncompliance.

Section 56GD of the Competition and Consumer Act also gives the ACCC a broad discretionary power to exempt a person from provisions of the CDR regime. The ACCC can use this power to ensure that the CDR system does not operate in unintended or perverse ways and that it works in the best way possible for consumers and designated sectors.

As the CDR system matures, we are putting a greater focus on tailored compliance and enforcement activities. We will guide participants to compliance outcomes where harm is minimal and to achieve quick and timely results. For example, we may put the relevant parties on notice about our concerns, deal with the matter through an active assessment, publish targeted guidance, or implement a compliance intervention. We will be likely to take enforcement action where participants have had sufficient opportunity to establish quality compliance and the harm to consumers or the integrity of the CDR is significant.

Outcomes achieved

In addition to the performance measure results and analysis under Table 3.5, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how this contributes to achieving our purpose.

Accreditation

The number of businesses participating in CDR continues to grow through the use of representative arrangements. In 2024–25 the number of accredited persons decreased from 41 to 38 and the number of active accredited data recipients decreased from 33 to 29. Current use cases include intermediary services, loan affordability assessments, personal finance management, energy and solar usage management, and the provision of testing services for data holders.

The number of active representative arrangements notified to the ACCC increased from 143 to 165. CDR representative use cases included short-term lending, energy plan switching, enhancing accounting software, insurance benefits calculations, legal settlements, identity and fraud protection, collecting loyalty discounts, personal finance management, and home loan applications.

The ACCC ensures that the accreditation regime is applied rigorously, including by refusing accreditation where applicants fail to satisfy the relevant criteria. In 2024–25 we conducted assessments of 7 accreditation applications and granted accreditation to 2 entities. There were 2 entities that withdrew their applications and the remaining applications were still under consideration as at 30 June 2025.

In 2024–25, 5 accredited persons surrendered their accreditations. Reasons for this included operational cost considerations and changes to business models.

Compliance statistics

As at 30 June 2025:

- 7 data holders (4 banking and 3 energy) had exemptions deferring their consumer data sharing obligations
- 38 data holders (38 banking and 0 energy) had self-reported potential implementation gaps in their consumer data sharing systems – down from 70 active data holders with self-reported potential implementation gaps as at 30 June 2024
- 2 initial investigations and 1 in-depth investigation were continuing.

Guidance on compliance

We published new and updated guidance to help participants understand and comply with their CDR obligations, including guidance updated to reflect changes to the CDR Rules. For example, we published revised versions of our compliance guides for data holders in the banking and energy sectors, revised accreditation guidelines and revised fact sheets on the CDR representative model, CDR outsourcing arrangements and CDR business consumers. We also published new guidance for accredited data recipients on biannual reporting requirements; and targeted guidance for incoming data holders in the non-bank lenders sector.

We published 3 editions of our *Compliance update and regulatory bulletin* to promote CDR compliance and draw attention to new guidance, rule changes, enforcement outcomes, key dates and upcoming milestones.

We managed the CDR website in close consultation with Treasury.⁶ This website provides a range of useful information and updates to assist with participant compliance.

Compliance with consumer data sharing and product reference data sharing obligations

In 2024–25 we concluded enforcement action against National Australia Bank Limited (NAB) for alleged breaches of the CDR Rules. NAB paid penalties of \$751,200 after the ACCC issued it with 4 infringement notices for allegedly breaching the CDR Rules by failing to disclose, or accurately disclose, credit limit data in response to 4 separate requests made by different CDR accredited providers on behalf of consumers. This is the largest penalty paid to date for alleged breaches of the CDR Rules.

We also concluded 4 investigations into other issues, such as data holders' failure to meet compliance dates and inadequate data quality. Both are priority conduct areas in our [ACCC/OAIC Compliance and Enforcement Policy for the Consumer Data Right](#).

We also carried out other compliance initiatives, such as:

- examining 1,983 products disclosed by 60 data holders to ensure their CDR product reference data was accurate. We identified and raised 507 issues for response and resolution in relation to disclosure of inaccurate lending rates, inaccurate or incomplete product information, and non-conformance with the requirements of the Consumer Data Standards
- reviewing 612 rule 9.4 reports – the biannual reports that data holders and accredited data recipients are required to submit on data sharing activity and usage by consumers under the CDR Rules
- reviewing 132 self-reports of noncompliance and implementing 4 compliance interventions that required a data holder to regularly report their progress toward rectification to the ACCC

⁶ Treasury owns the website and has overall responsibility for education and engagement with consumers.

- conducting 53 active assessments of potential noncompliance by data holders and accredited data recipients
- completing 3 targeted compliance reviews, including reviews of selected data holders' product reference data, their authorisation processes and their processes for frontline staff when addressing CDR queries and complaints. The topics of these targeted compliance reviews all relate to priority conduct areas in our ACCC/OAIC Compliance and Enforcement Policy for the Consumer Data Right
- completing an audit under rule 9.6(1) of a CDR participant's compliance with insurance requirements and obligations relating to CDR representative arrangements.

Compliance with performance data obligations

The ACCC also receives daily performance data from data holders about the availability, speed and level of activity of their CDR systems. We monitor this data to ensure that data holders comply with the non-functional requirements in the Consumer Data Standards.

Issues we have observed include incorrect data and missing data, which is a priority conduct area in our ACCC/OAIC Compliance and Enforcement Policy for the Consumer Data Right. We have addressed these by prioritising the issues, raising them with data holders and seeking commitments from data holders on both the performance of their systems and the quality of the data they report.

Exemptions

In 2024–25 the ACCC granted 12 individual exemptions under section 56GD of the Competition and Consumer Act from some or all data sharing obligations under the CDR Rules. As at 30 June 2025, 10 of those were still in force and 2 had expired.⁷ Reasons for granting exemptions included:

- avoiding the need for some participants to undertake redundant IT builds
- participants no longer offering certain products
- recognising that in certain circumstances mergers involving smaller banks and building societies can present particular IT challenges that impact on their ability to meet CDR obligations.

Details of all exemptions granted can be found in the CDR exemptions register on the ACCC website.

⁷ The total number of CDR exemptions in force as at 30 June 2025 was 44. This includes exemptions granted in previous financial years.

► Highlight

Targeted compliance reviews

The ACCC conducts targeted compliance reviews of areas of CDR where intelligence indicates that there may be compliance concerns. This year we published multiple reports on the outcomes of these targeted compliance reviews, as discussed below.

[Banking data holders' product reference data \(PRD\)](#): PRD includes information essential for product comparison. Our review results indicated that data holders need to focus more on understanding and monitoring compliance with their CDR obligations to ensure the PRD they disclose is accurate and up to date. This is particularly important with fee and lending rate information – areas where incomplete and inaccurate data can have a big impact. Following the review, we continue to closely monitor data holders' compliance with relevant CDR obligations relating to PRD.

[Data holders' authorisation processes in the energy sector](#): Authorisation is a critical part of establishing a consumer's consent in CDR. From our review, we observed that data holders may need to focus on communicating the period of time that the CDR data disclosure request relates to, communicating that authorisation can be withdrawn at any time, and not adding requirements to the authorisation process beyond those in the CDR Rules and Consumer Data Standards.

[Data holder's frontline staff processes in relation to handling CDR enquiries](#): From our review, we observed that, while data holders provide their frontline staff material on CDR, frontline staff have little awareness of CDR and have provided incorrect and potentially misleading advice to some consumers. Data holders may need to focus on ensuring that their frontline staff have some awareness and understanding of CDR, know how to handle common enquiries and are empowered to escalate more complex contacts to relevant teams, as well as keeping training material up to date.

Strategic objective 4: Protect consumers from misleading and deceptive conduct and promote fair trading

About this strategic objective

To achieve this strategic objective, we undertake the following key activities:⁸

- 4.1 – Initiate compliance and enforcement actions to address harm to consumers and small businesses resulting from non-compliance with the Australian Consumer Law and industry codes.
- 4.2 – Empower small businesses by increasing awareness of their rights under the Australian Consumer Law and industry codes.
- 4.3 – Empower consumers by increasing awareness of their rights under the Australian Consumer Law.
- 4.4 – Empower consumers and businesses to combat scams by collecting and sharing data and intelligence across the scam ecosystem and coordinating scams prevention, disruption and awareness activities.

The ACL gives the ACCC and state and territory consumer regulators a single set of provisions to respond to fair trading and consumer protection issues. The ACL also allows regulators to work collectively on broader issues and take coordinated, effective and timely compliance and enforcement action. The key mechanisms for coordinating with state and territory ACL regulators are discussed in Part 2.

The ACCC also works with businesses, industry associations and consumer groups to inform businesses and consumers of their rights and obligations under the Competition and Consumer Act. It carries out this work through engagement, education and the provision of specialised information.

The ACCC prioritises support for the National Anti-Scam Centre in its mission to detect and disrupt the harm caused by scams.

Through its National Anti-Scam Centre the ACCC is progressing towards the vision of making Australia the world's hardest target for scammers. It is achieving this by bringing together experts from government, law enforcement and the private sector to disrupt scams before they reach consumers. Together they analyse and act on trends from shared data and raise consumer awareness about how to spot and avoid scams.

The ACCC's aim is to promote a competitive and fair operating environment for small business and, importantly, ensure small businesses understand how the legislation can help them.

⁸ The references to the ACL in the key activities and performance measures under this strategic objective exclude the product safety provisions of the ACL, which are dealt with under our strategic objective to protect consumers from unsafe products.

Our priorities

Each year we review the economic and business environment, feedback from stakeholders and our intelligence sources to determine where to focus our compliance and enforcement efforts. From this review, we develop our annual [compliance and enforcement priorities](#).

Some priority areas change from year to year as we complete this annual review, and each year we continue important residual work in areas previously identified as priority areas. Because of this, some of the outcomes reported below may relate to priority areas from previous years. There are also some forms of conduct that are so detrimental to consumer welfare that we will always regard them as an enduring priority and take action as appropriate.

Performance measures

Table 3.6: Performance measures for strategic objective 4

	2021–22	2022–23	2023–24	2024	25	
Performance measures	Result	Result	Result	Target	Result	Met?
4a. Number of in-depth Australian Consumer Law and industry codes investigations completed [#]	56	48	60	60	43	✗
Methodology: Count of matters reaching each stage of investigation, with cross-check of stage and outcome Data source: Internal records (Dynamics) Related regulator best practice principles: 1 and 2 Related key activities: 4.1						
4b. Number of Australian Consumer Law and industry codes enforcement interventions (court proceedings commenced, section 87B undertakings accepted, infringement notices issued, administrative resolutions)*	40	25	35	40+	37	○
Methodology: Count and cross-check of public outcomes within the reporting period Data source: Internal records (Dynamics), ACCC media releases, public registers, undertakings register Related regulator best practice principles: 1 and 2 Related key activities: 4.1						
4c. Number of Australian Consumer Law and industry codes compliance initiatives to improve business compliance with the law, and educate consumers and small business about the law's protections [^]	N/A	N/A	N/A	20	21	✓
Methodology: Count and cross-check of significant initiatives within the reporting period, count and cross-check of substantive updates to existing resources and new resources released within the reporting period Data source: Internal records (Dynamics, committee papers) relevant ACCC website pages, relevant publications (release date) Related regulator best practice principles: 1, 2 and 3 Related key activities: 4.1, 4.2, and 4.3						

	2021–22	2022–23	2023–24	2024–25		
Performance measures	Result	Result	Result	Target	Result	Met?
4d. Number of automated data sharing arrangements for near real-time data sharing to National Anti-Scam Centre, industry and government partners	N/A	N/A	N/A	20	31	✓
Methodology: Count of number of industry and government partners the National Anti-Scam Centre is sharing scam data with						
Data source: Internal records						
Related regulator best practice principles: 1, 2 and 3						
Related key activities: 4.4						
4e. Effectiveness Survey 'index score' (out of 100) that key stakeholders agree the ACCC effectively protects consumers from misleading and deceptive conduct and scams, and promote fair trading ^{##}	N/A	74.5	N/A	70	76	✓
Methodology: Each reported index is the average of individual question indices for questions that address the strategic objective. The index score is the mean (average) response for the question/s across respondents (using the numerical score from the 5-point response scale) transformed into a 0- to 100-point scale. Future targets are set based on 2023 survey results						
Data source: ACCC Effectiveness Survey – Independent report						
Related regulator best practice principles: 1 and 3						
Related key activities: 4.1, 4.2, 4.3 and 4.4						

[#] Performance measures 4a and 4b were updated in the Corporate Plan 2021–22 to explicitly include actions to address potential breaches of industry codes as well as the ACL. As such, results for 2020–21 may under-report the action result.

^{*} Depending on the circumstances, administrative resolutions can range from a commitment by the trader in correspondence with the ACCC to a signed agreement between the ACCC and the trader setting out detailed terms and conditions of the resolution. For an administrative resolution to be included as an enforcement intervention for reporting purposes, it must be a formal resolution reached with a trader and noted publicly by way of an ACCC media release.

[^] Not reported on prior to 2024–25 as a single performance measure. This performance has previously been counted as 3 separate performance measures.

^{##} Not reported on prior to 2022–23, and only conducted biennially.

Analysis of results

We did not achieve our target for performance measure 4a, the number of in-depth investigations completed, or 4b, the number of enforcement outcomes. However, we achieved 37 enforcement interventions, including outcomes in a number of complex matters of significant concern to Australian consumers.

The increasing complexity of matters dealing with emerging industries and technological change continues to be a consideration when managing our portfolio of work, as are issues related to the increasing cost of living for consumers and business costs for small business owners. We look to continually improve efficiencies in investigations – for example, by finding ways to obtain outcomes more rapidly for less complex matters.

We also utilise our full compliance and enforcement toolkit to ensure we take proportionate actions to address issues. Performance measure 4c was created in 2024–25 as a combination of 3 previous performance measures, better reflecting our use of a range of compliance tools to address consumer and small business issues. In setting the target of 20 per year, we considered our previous activity and our plans for engagement over 2024–25. We have slightly exceeded the target of 20 and will be reviewing the target over the coming year to ensure we are setting appropriate stretch goals.

We achieved our target for the number of data sharing arrangements between the National Anti-Scam Centre, industry and government partners (performance measure 4d) and look forward to further developing our data partnerships as the program progresses.

Key activity 4.1: Initiate compliance and enforcement actions to address harm to consumers and small businesses resulting from non-compliance with the Australian Consumer Law and industry codes

About this key activity

This key activity is about enforcement and compliance action we undertake to protect consumers and small businesses from harmful conduct. We may also undertake research or advocacy projects to help improve compliance with the ACL and industry codes. The ACCC is a 'whole of economy' regulator, so we select the methods of intervention that we believe will be most likely to influence behaviour across industries and the economy.

The ACCC uses a range of tools to encourage compliance with the Competition and Consumer Act. In deciding which compliance or enforcement tool (or combination of tools) to use, we focus on achieving the best possible outcome for the community, maximising the impact of our action and managing risk proportionately. We may use engagement, education activities or compliance interventions to address broader ACL or industry codes issues. Alternatively, we can use enforcement tools to address potential contraventions of the ACL or industry codes by specific businesses.

Outcomes achieved

In addition to the performance measure results and analysis under Table 3.6, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how this contributes to achieving our purpose.

Deceptive marketing practices across the digital economy

The ACCC is currently prioritising concerning conduct in the digital market.

In November 2024 the ACCC commenced proceedings in the Federal Court against:

- online travel booking site [Webjet Marketing Pty Ltd \(Webjet\)](#) for allegedly making false and misleading representations to consumers about flight prices and bookings. The ACCC alleges Webjet breached the ACL when it made statements on its app, in marketing emails, on social media and on its website about the minimum price of airfares which omitted compulsory fees charged by Webjet. It was also alleged to have breached the ACL by displaying a confirmation page online and sending a confirmation email after taking payment for a completed flight booking when, in fact, it had not booked the flight with the airline
- mail order catalogue business [Magnamail](#) for allegedly making false or misleading statements in relation to 'pre-draw' promotions in its catalogues; and also against its parent company Direct Group for allegedly being knowingly involved in this conduct. The ACCC's key allegation is that Magnamail represented to consumers that, if consumers placed an order, they had a right to claim, were eligible for or had qualified for large cash or other major prizes. However, the prizes had already been drawn and at that time no-one except the small number of pre-drawn winners had a right to claim, were eligible for or had qualified for a major prize.

The ACCC participated in a [global sweep of mobile and online gaming practices](#) conducted by the International Consumer Protection and Enforcement Network (ICPEN) in March and April 2025. The

sweep found that manipulative design techniques were particularly prevalent and that loot boxes, in-game purchase and in-game advertisements were found just as often in games rated ages 3 and up as they were in any other age classification. Further details about the ACCC's participation in ICPEN is below.

Unfair contract terms

The ACL protects consumers and small businesses against unfair terms in standard form contracts.

In November 2024 [Getty Images](#) provided refunds to customers it may have misled by stating in its online iStock terms and conditions that cancelling a subscription after a one-month free trial period would only incur an 'administrative charge'. In fact, this charge amounted to 50% of the remaining cost of the customer's annual subscription and could not be fully explained by the administrative costs of processing the cancellation.

Environmental claims and sustainability

Legitimate environmental claims are an important step in promoting competitive behaviour and innovation in markets to assist Australia to respond to environmental and sustainability concerns. In 2024–25 we continued our compliance and enforcement priority focusing on misleading environmental claims.

In April 2025, from proceedings brought by the ACCC, the Federal Court ordered [Clorox Australia Pty Limited](#) (Clorox) to pay \$8.25 million for making false or misleading representations that its GLAD-branded kitchen tidy bags and garbage bags comprise '50% ocean plastic'. Clorox also agreed to participate in a compliance program.

In June 2025 we instituted proceedings in the Federal Court against:

- [Australian Gas Networks Limited](#) (AGN) for alleged false and misleading advertising regarding the future of its gas supply business. The ACCC alleges AGN misled consumers by representing that gas distributed by AGN to households will be renewable within a generation when in fact AGN did not have reasonable grounds for making such an unqualified and certain representation.
- [Edgewell Personal Care Australia Pty Ltd](#) and its US-based parent company, Edgewell Personal Care Company, for allegedly false or misleading claims that its popular Hawaiian Tropic and Banana Boat branded sunscreens were 'reef friendly'. The ACCC alleges that the Edgewell companies made a number of misleading representations, including that the products did not cause harm to reefs or give rise to a risk of harm to reefs. The ACCC also alleges that the Edgewell companies misleadingly represented that Edgewell had a reasonable basis for making these representations or that there was a reliable scientific basis for making the representations.

In 2024–25 the ACCC also continued our engagement with manufacturers, retailers and related industry groups to monitor the transition of packaging and labelling given there is no longer a national, fully functioning soft plastics recycling program. While manufacturers are using up old labelling so that their items do not become unnecessary landfill, we have been monitoring their transition to labelling with updated disposal instructions and ensuring their communications, and major supermarkets' communications, minimise the risk that consumers will be misled by representations on packaging about the disposal of soft plastics.

In addition to our compliance and enforcement activities, in 2024–25 we also engaged with other regulators and government agencies in Australia to support greater coordination and cohesion in the context of consumer-facing environmental claims. This is important because it minimises the risk that other policy areas and programs have unintended negative consequences for consumers seeking to make more sustainable consumption choices.

Consumer guarantees

The ACCC delivered a number of compliance and enforcement activities as part of our ongoing efforts to ensure businesses improve their compliance with their ACL consumer guarantee obligations. For example:

- The ACCC accepted a court enforceable undertaking from [Koala & Tree Pty Ltd](#), trading as Koala Living, for making false or misleading statements about consumers' rights to remedies for faulty products. Koala Living also wrongly informed consumers that delivery charges were not refundable, when in fact consumers have a legal right to compensation for any foreseeable loss or damage they suffer because of the failure to comply with a consumer guarantee. Koala Living also paid penalties of \$56,340.
- In February 2025 the ACCC announced that we had [conducted a sweep](#) of retailers and had found several businesses using terms and conditions that may contravene the ACL, including statements that were possibly inconsistent with consumer guarantee rights. As a result of the sweep's findings, the ACCC sent warning letters to several businesses, which led to most businesses changing or removing concerning statements from their websites and improving consumer guarantee messages to consumers.
- In June 2025 [Reebelo Australia Pty Ltd](#) (Reebelo), an online marketplace for new and refurbished electronics, paid penalties totalling \$59,400 after the ACCC issued it with 3 infringement notices. The ACCC had received a high volume of complaints from consumers concerning faulty products, products not matching the description as advertised, and difficulties with receiving a remedy from Reebelo, including instances of refunds being denied when a consumer made a claim outside of Reebelo's 14-day return period.

The ACCC also instituted civil proceedings in the Federal Court:

- In April 2025, against [Ateco Automotive Pty Ltd](#), trading as LDV Automotive Australia (LDV), for allegedly making misleading representations to consumers about the durability and suitability of particular models of LDV branded vehicles in breach of the ACL. The ACCC alleges that those vehicles had a propensity to rust or corrode within 5 years of being manufactured.
- In June 2025, against [Jayco Corporation Pty Ltd](#) (Jayco), Australia's largest caravan and recreational vehicle manufacturer. The ACCC alleges that, since January 2020, Jayco had engaged in misleading or deceptive conduct and made false or misleading representations to consumers by representing that its RVs were designed for use off-road and/or on 4-wheel drive (4WD) only tracks when, in fact, they are not. The ACCC's case concerns Jayco's promotion of its RVs on its own website, social media profiles, brochures, and point of sale advertising, including at 4WD and trade shows.

Consumer aviation issues

On 8 October 2024, in a case brought by the ACCC, the Federal Court ordered [Qantas](#) to pay \$100 million in penalties for misleading consumers by offering and selling tickets for flights it had already decided to cancel and by failing to promptly tell existing ticketholders of its decision. These penalties were imposed after Qantas admitted that it had contravened the ACL and agreed to make joint submissions to the Court with the ACCC that penalties of \$100 million were appropriate to deter Qantas and other businesses from breaching the ACL in the future.

In 2024–25 we also continued our advocacy to improve consumer protections in the aviation sector. The ACCC strongly supports an Aviation Industry Ombuds Scheme for timely, accessible and low-cost resolution of consumer complaints in the aviation sector. We made a [submission](#) to the government's consultation on the design of an Aviation Industry Ombuds Scheme, advocating for the scheme to be designed in a similar manner to the structure of comparable schemes, such as the Telecommunications Industry Ombudsman. We argued that, under the scheme, the ombudsperson should have specific powers to make binding directions and should consider all

relevant law, good industry practice and fairness in all the circumstances in its decision making and complaints handling.

Consumer, fair trading and pricing concerns in the supermarket sector and in essential services

In October 2024 the Treasurer announced [\\$30 million in funding for the ACCC over 3.5 years](#) for investigations and enforcement relating to the supermarket and retail sector. This funding is separate from the funding that applies to the [12-month inquiry](#) the ACCC was conducting into Australia's supermarket sector, which commenced in February 2024 and has since been concluded.

In September 2024 the ACCC commenced separate Federal Court proceedings against [Woolworths and Coles](#) for allegedly breaching the ACL by misleading consumers through discount pricing claims on hundreds of common supermarket products.

Also in September 2024 the Federal Court ordered [EnergyAustralia](#) to pay \$14 million in penalties for making false, misleading or deceptive statements to hundreds of thousands of consumers about electricity prices and failing to provide mandatory information required by the Electricity Retail Code.

In June 2025 [Diamond Energy Pty Ltd](#) (Diamond Energy) paid penalties totalling \$46,950 after the ACCC issued it with 3 infringement notices for alleged contraventions of the Electricity Retail Code. It is alleged that Diamond Energy failed to include information required under the code in price change communications to customers and failed to state information required under the code for plans on its website. The ACCC also accepted an enforceable undertaking from Diamond Energy, in which Diamond Energy committed to cease the conduct and enter into a compliance program to improve its compliance with the code.

In February 2025, following court action by the ACCC, the Federal Court found that [Telstra](#) made false or misleading representations on the upload speed of residential broadband internet services supplied to nearly 9,000 of its Belong customers. In October and November 2020 Telstra migrated 8,897 customers who were on a Belong NBN plan with a maximum download speed of 100 megabits per second (Mbps) and a maximum upload speed of 40 Mbps to a service with a maximum upload speed of 20 Mbps. Telstra did not notify customers of the reduction in the maximum upload speed in their service. The Court will determine the penalty and any consumer redress at a later hearing.

In May 2025 CHOICE submitted a designated complaint on potentially misleading practices around retail energy plans. The ACCC is required to publish a response on or before 19 August 2025.

3G shutdown compliance work

To improve the performance of their 4G and 5G networks by freeing up spectrum, Telstra, Optus and TPG shut their 3G networks in 2024. This meant consumers and businesses were required to update any devices that relied on 3G technology.

To ensure suppliers were aware of the impact the shutdown would have on their products and their ACL obligations, we conducted a broad engagement program targeting:

- retail industry associations
- online platforms
- organisations representing suppliers of medical devices.

We communicated our concerns about potential misleading or deceptive conduct and false or misleading representations related to ongoing supply of 3G devices. We also reminded suppliers of their obligations concerning the consumer guarantees.

We monitored consumer contacts during this period and considered each according to our triaging and assessment processes. We also conducted targeted engagement with several device suppliers that we had identified through contacts data as continuing to supply affected devices.

Misleading conduct and other prohibited practices

We achieved a number of outcomes and commenced actions to address misleading or deceptive conduct or other misconduct prohibited under the ACL.

In July 2024 the Federal Court ordered:

- [Grays eCommerce Group Limited](#) (Grays), an Australia-wide online auction business, to pay \$10 million in penalties for making false or misleading representations in at least 750 car descriptions on its website. The descriptions may have resulted in hundreds of consumers buying a car they would not otherwise have bought or may have paid more than they would have if they had known the correct details. The ACCC accepted [a court enforceable undertaking](#) from Grays to provide redress to consumers affected by this conduct.
- [Master Wealth Control Pty Ltd](#) to pay \$5 million in pecuniary penalties for making false or misleading representations to consumers in the promotion and sale of 2 education programs called Real Estate Rescue and Master Wealth Control; and to pay consumer redress totalling \$14.7 million to students enrolled in the Master Wealth Control program. The sole director of the company, Dominique Grubisa, was ordered to pay \$1 million in penalties and was disqualified from managing corporations for 5 years for being knowingly concerned in the contraventions by Master Wealth Control.

Also in July 2024 the ACCC instituted proceedings against [The Good Guys Discount Warehouses \(Australia\) Pty Ltd](#) (The Good Guys). The ACCC alleges The Good Guys made false or misleading representations about 116 promotions between July 2019 and August 2023 in which consumers were offered a store credit or Store Cash if they spent a certain amount of money on qualifying purchases. The ACCC also alleges The Good Guys failed to provide store credits to thousands of eligible consumers within the time specified in the offers or within a reasonable time.

In August 2024 the Federal Court ordered [Secure Parking Pty Ltd](#) to pay nearly \$11 million in penalties for making false or misleading claims that consumers using its pre-booking online parking service called 'Secure-a-Spot' would have a parking space reserved for them at a particular time and date, when this was not the case. Secure Parking did not generally reserve car parking spaces for Secure-a-Spot customers, resulting in some customers with a Secure-a-Spot booking arriving at the carpark to find the space they had booked was not available to them.

In December 2024 the ACCC instituted legal proceedings in the Federal Court against [Mobil Oil Australia Pty Ltd](#) (Mobil). The ACCC alleges Mobil represented to consumers through the signage and posters at 6 retail sites in north and central Queensland that the fuel being sold was 'Mobil Synergy' fuel which contained certain additives, when Mobil did not in fact supply Mobil Synergy fuel to these sites. The ACCC further alleges Mobil misrepresented that the fuel sold at the 6 sites was different in composition or quality to fuel sold at other non-Mobil retail sites and that it contained additives which provided benefits, including protecting engines against corrosion and reducing harmful engine deposits.

Also in December 2024 the ACCC conducted a sweep of sales practices by Australian businesses online and in store across Black Friday and the Boxing Day sales period. The ACCC was concerned that a number of claims about the size and scope of discounts may have misled consumers. The sweep followed consumer reports about the veracity of stated discounts during the Black Friday sales period. During its sweep the ACCC identified concerns with marketing practices of a number of businesses, including Hairhouse Warehouse Online Pty Ltd, Michael Hill Jeweller (Australia) Pty Ltd, and Global Retail Brands Australia Pty Ltd (in respect of its MyHouse stores). Each of these retailers

paid penalties after the ACCC issued each of them with an infringement notice for alleged false or misleading statements on their websites during their Black Friday sales.

Improving ACL compliance by NDIS providers

The ACCC continued chairing a multi-agency taskforce to address harms to National Disability Insurance Scheme (NDIS) participants from unfair pricing and to improve NDIS providers' compliance with the ACL. Other taskforce members are the National Disability Insurance Scheme Quality and Safeguards Commission (NDIS Commission) and the National Disability Insurance Agency (NDIA). The NDIS Commission is tackling unfair pricing and the ACCC is focusing on ACL compliance by NDIS providers.

The NDIS Taskforce triages matters and issues for each agency to consider further. It also coordinates on communications to consumers and businesses about the unfair pricing rules introduced by the NDIS Commission and about consumers' ACL rights and businesses' ACL obligations.

The taskforce agencies have built effective strategic and intelligence-sharing links, and this has led to enforcement and compliance action against NDIS providers for a range of misconduct under the ACL and the NDIS Code of Conduct. For example, the ACCC has written to NDIS providers about potentially false or misleading claims that their products or services were NDIS approved, funded or otherwise endorsed by the NDIS. The ACCC has also leveraged off communications and intelligence channels with the NDIS Commission and NDIA to progress education and compliance projects to address these problematic advertising practices by NDIS providers.

In November 2024 the ACCC put [NDIS providers and businesses](#) on notice that it is focusing on problematic advertising practices targeting participants in the NDIS through false or misleading claims that products or services are NDIS funded or approved.

In December 2024 we instituted proceedings in the Federal Court against registered NDIS provider Ausnew Home Care Service Pty Ltd for alleged false or misleading representations about the sale of aged care and disability products. The ACCC alleges Ausnew made false or misleading representations to consumers about the usual price of products, the time-limited nature of sales and the savings consumers could achieve when purchasing products during one of Ausnew's frequent sales. The ACCC also alleges that Ausnew made false or misleading statements that certain products were 'NDIS approved' and about consumers' guarantee rights under the ACL.

In May 2025 [Vorwerk Australia Pty Ltd](#), trading as Thermomix in Australia, and bedding retailer [Bedshed Franchising Pty Ltd](#) each paid penalties after the ACCC issued infringement notices for allegedly making false or misleading representations to consumers online, suggesting certain household appliances or products had been evaluated or endorsed by the NDIS. The ACCC considered that these representations may result in NDIS participants thinking that they would be able to purchase these products with their NDIS funds when this would depend on the specific details of any particular NDIS plans.

As part of the NDIS Taskforce, the ACCC has also provided regulatory advice and support concerning certain reform proposals to the NDIS. This has included amendments to the NDIS Code of Conduct to prohibit differential pricing of products – that is, where a business charges an NDIS participant a higher price than it charges non-NDIS participants for the same product and where there is no justification for the difference in price. The NDIS Commission enforces the NDIS Code of Conduct.

In 2025–26 the ACCC will continue our focus in this area with a dedicated compliance and enforcement priority of improving NDIS providers' compliance with their obligations under the ACL.

Conduct impacting consumers experiencing vulnerability and disadvantage, including unconscionable conduct

In June 2025 the ACCC instituted proceedings in the Federal Court against [Bupa HI Pty Ltd](#) (Bupa). Bupa admitted it engaged in unconscionable conduct and misleading and deceptive conduct and made false and misleading representations to members that they were not entitled to the payment of benefits towards any part of a claim, when in fact the members were eligible for certain benefits for certain treatments which were covered under the members' policies. Bupa has agreed to make joint submissions with the ACCC to the Court that it should pay a \$35 million penalty for the admitted breaches of the ACL. The harm that consumers suffered included financial harm, potential medical risks, pain and suffering as result of cancelling or delaying treatment, and distress as a consequence of being advised that they were not eligible, or were not covered, for the costs of hospital treatment.

In March 2025 the Consumer Action Law Centre submitted the first designated complaint under the framework that came into effect on 1 May 2024. The complaint was about unsolicited selling across the economy. In response, [the ACCC commenced an in-depth review](#) of unsolicited selling and lead generation. The ACCC recognises that there is potential for significant consumer harm arising from mis-selling issues involving unsolicited consumer agreements and is particularly concerned about the impacts on consumers experiencing vulnerability or disadvantage. The ACCC's [Further Action Notice](#) and related [consultation paper](#) were published on 17 June 2025.

First Nations Australians

To further support the rights of First Nations Australians, consistent with our enduring priority to address conduct impacting First Nations Australians, in October 2024 the ACCC commenced Federal Court proceedings alleging that [Optus Mobile Pty Ltd](#) (Optus) engaged in unconscionable conduct in contravention of the ACL when selling telecommunications goods and services. Many of the impacted consumers were First Nations Australians from regional and remote areas or people from culturally and linguistically diverse backgrounds. In some cases, despite Optus knowing about the inappropriate sales conduct and that the conduct was subject to ongoing internal and external investigations, it pursued the consumers for debts, including through third-party debt collectors. The ACCC alleges that the unconscionable sales practices were incentivised by commission-based remuneration structures and that Optus failed to take steps to fix the deficiencies in its systems that allowed the conduct to occur or continued to delay and/or deprioritise fixing those deficiencies. In June 2025 the ACCC and Optus agreed to resolve these civil proceedings. As part of the agreement, Optus offered a 5-year court enforceable undertaking to the ACCC, which will commence when the Court makes final orders. The undertaking requires Optus to enter into a 3-year program to remediate impacted consumers and implement system and process changes to prevent the conduct from occurring again.

In December 2024 the ACCC participated in the Office for the Arts' independent review of the Indigenous Art Code to help enhance the rights of First Nations artists. The ACCC made a submission that recommended strengthening and expanding enforcement of the code, including ensuring that Indigenous Art Code Ltd is adequately resourced to actively enforce the code and raise awareness among the market and the public about its significance. The ACCC also recommended that dispute resolution processes and support services be enhanced to provide robust protection and empowerment for First Nations artists.

Fair trading

In June 2025 [Cash Converters and MTA – Mobile Travel Agents Pty Ltd](#) paid penalties arising from infringement notices issued by the ACCC for allegedly failing to annually update or confirm information about their franchise systems included in the Franchise Disclosure Register as required by the Franchising Code of Conduct. The [register](#) is a free online register that gives people access to franchising information to help them make better business decisions. This was the first time the

ACCC has issued infringement notices for this penalty clause, reflecting how important it is that the register include the most recent and accurate information.

In September 2024 Honda Australia paid a penalty of \$18,780 after the ACCC issued it with an infringement notice for an alleged breach of the Motor Vehicle Service and Repair Information Sharing Scheme. This scheme is designed to give independent repairers equitable access to the necessary diagnostic software and technical information to service and repair modern motor vehicles. It generally requires vehicle manufacturers to offer the information for sale by day, by month and by year; or, alternatively, for any period nominated by an independent repairer.

The ACCC alleged that, for a certain period, Honda Australia offered to supply the software only by yearly subscription and did not give independent repairers the option to purchase less expensive subscriptions on a daily or monthly basis.

This was the first ACCC enforcement action for an alleged contravention of the scheme.

Other compliance, policy and advocacy work

Court enforceable undertakings guidance

Undertakings are a series of commitments that a business or individual provides in writing to the ACCC. The ACCC can accept undertakings to address conduct and encourage lasting compliance with the Competition and Consumer Act. On 10 September 2024 the ACCC published updated [guidelines](#) for businesses on the ACCC's approach to negotiating, accepting and administering court enforceable undertakings under section 87B of the Competition and Consumer Act.

Unfair trading practices

The ACCC also continued our strong advocacy for a prohibition on unfair trading practices in the ACL. In December 2024 the ACCC made a [submission](#) to the Treasury's supplementary consultation on unfair trading practices. We consider this reform will address a range of practices that are not presently covered by existing provisions of the ACL. A prohibition on unfair trading will be an important safety net to protect consumers and small businesses from harm. We consider it will also promote well-functioning markets and economic dynamism, as it will set an improved standard for business behaviour and promote better conduct across the economy. This prohibition should be flexibly designed as a broad, principles-based, economy-wide prohibition so it can respond to existing harms and those that may emerge in the future. The prohibition should also extend to business-to-business transactions.

Treasury artificial intelligence ACL review

In late 2024 Treasury held a consultation on artificial intelligence (AI) and the ACL to explore whether the ACL remains suitable to protect consumers who use AI-enabled goods and services.

Our submission to Treasury recognised the durability of principles-based consumer protection laws but also highlighted the need to modernise the ACL to ensure it continues to provide protections in the context of evolving digital products and markets, including through the use of AI. The submission included recommendations to:

- consider whether terms used throughout the ACL have kept up with modern understandings and products and markets
- ensure that consumers can continue to seek compensation for loss or damage caused by defective goods where the defect arises as a result of AI outputs after supply
- ensure that the attribution of liability remains clear and beyond doubt as more businesses deploy AI

- consider whether legislative reform to mandate data retention in AI systems is appropriate to reduce evidentiary obstacles for consumers pursuing remedies and regulators pursuing enforcement outcomes.

International collaboration

The ACCC collaborated with our international counterparts to pursue effective consumer protection enforcement, compliance and regulatory outcomes. Our collaboration with our international partners is important to identify emerging consumer protection issues, leverage international good practice and tackle cross-border issues that impact Australian consumers and businesses.

Three important forums for the ACCC's international consumer protection collaboration are the ICPEN; the OECD Committee on Consumer Policy (CCP) and its Working Party on Consumer Product Safety (WPCPS); and the Pacific Island Network of Competition Consumer and Economic Regulators (PINCCER).

The ACCC continued to be an active contributor to ICPEN. ICPEN is a global network of consumer protection agencies that encourages practical cooperation and enforcement good practice. The ACCC has also supported the work of the Misleading Environmental Claims Group by signing an open letter to the fashion and textile industry on green claims. This year the ACCC also participated in the ICPEN Misleading Environmental Claims, Online Gaming, Network Governance, and Agency Effectiveness Working Groups. A key project under the Agency Effectiveness Working Group was launching the ICPEN Mentorship Program. The ACCC values the opportunity to partner with colleagues at the Anti-Monopoly Agency of Mongolia and the Consumer Affairs Division of the Kingdom of Tonga's Ministry of Trade and Economic Development under the Mentorship Program.

The OECD CCP and WPCPS are important forums where the ACCC contributes to policy discussions on complex, global consumer protection and product safety issues. A significant highlight for the year was the ACCC's leadership role in the inaugural OECD Consumer Policy Ministerial Meeting in October 2024, on the theme 'Consumers at the centre of the digital and green transition'. ACCC Deputy Chair Catriona Lowe was honoured to represent Australia as the chair of this ministerial-level meeting. Two key outcomes from the meeting were adopting the [OECD Declaration on Protecting and Empowering Consumers in the Digital and Green Transitions](#) and launching the [Global Forum on Consumer Policy](#).

Since 2020 the ACCC's Consumer Affairs Program (CAP) has been working with New Zealand and ASEAN Member States to strengthen the implementation of national consumer laws and promote regional cooperation in South-East Asia. In 2024–25 the ACCC facilitated the delivery of regional workshops where South-East Asian officials came together to discuss practical, hands-on approaches to consumer protection enforcement and explored ways to enhance engagement and coordination across the region.

To complement these efforts, the ACCC has continued to work bilaterally with Cambodia's Consumer Protection, Competition and Fraud Repression Directorate-General and the Vietnam Competition Commission on a range of consumer protection issues. Staff exchanges facilitated close agency engagement and peer-to-peer learning on issues such as consumer product safety and consumer awareness raising. Our programs aimed to promote more confident and empowered consumers, which will ultimately contribute to efficient, responsive and resilient markets in the region.

► Highlight

Strengthening partnerships with consumer protection and competition authorities across the Pacific

Australia has a close relationship with its Pacific partners in supporting our region. The ACCC values the opportunity for collaboration with fellow competition and consumer authorities from Pacific Island countries to build our collective skills and make our markets fairer for consumers and businesses. Australia's International Development Policy emphasises the importance to Australia of a strong, stable and prosperous Asia-Pacific region. The ACCC is committed to helping achieve this by supporting our Pacific counterparts as they develop and implement their competition and consumer protection policies and laws.

The Pacific Island Network of Competition Consumer and Economic Regulators (PINCCER) was established in 2023, and it has continued to grow in 2024–25. PINCCER held its inaugural conference in July 2024, providing a forum in which members could discuss current and emerging consumer protection, competition and regulatory challenges and possible solutions. As PINCCER secretariat, the ACCC has hosted virtual monthly meetings and training sessions led by members, including on topics of misleading and deceptive conduct and bid rigging in procurement. Although not all PINCCER members have implemented consumer or competition laws, this forum is an important way to share knowledge and information, discuss regional issues and amplify Pacific regulatory voices. Cost of living pressures are being felt by consumers across the Pacific region. In April 2025, members participated in a roundtable discussion with representatives of the Assembly of French Polynesia to share the challenges and the actions regulators are taking to help tackle this issue.

Our ICPEN mentoring relationship with Tonga's Ministry of Trade and Economic Development has allowed our agencies to share experiences and to tailor training to agency-specific needs. This year a series of webinars were held on topics such as consumer education and awareness and investigation planning and management.

We have also had the opportunity to hold meetings with delegations from the governments of Tonga and Papua New Guinea to share insights on infrastructure regulation.

These engagements have contributed to the development of fair and competitive markets and protecting consumers in our region.

Key activity 4.2: Empower small businesses by increasing awareness of their rights under the Australian Consumer Law and industry codes

About this key activity

This key activity relates to the work we do to assist the small business sector to understand and comply with their obligations and exercise their rights under the Competition and Consumer Act as the customers of or suppliers to larger businesses.

Our aim is to promote a competitive and fair operating environment for small business and ensure they understand how the legislation can help them.

In addition to our compliance and enforcement activity, the ACCC supports small businesses by educating them about their obligations under the ACL, raising awareness about their rights under the ACL and industry codes, disseminating related resources, and engaging with industry groups and business associations. We may also undertake relevant research or guidance projects to help improve compliance with the ACL and industry codes. As a strategic regulator, we focus on interventions that can influence behaviour across industries and the economy.

Outcomes achieved

In addition to the performance measure results and analysis under Table 3.6, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how this contributes to achieving our purpose.

Improved small business engagement with the website

To better assist small businesses to access our website and find the information and guidance that is most relevant to them, we created a new [small business landing page](#). This is a one-stop shop of information and resources to assist small businesses to understand their rights when trading and their responsibilities under the laws the ACCC administers.

Business communications and engagement on unfair contract terms law changes

The ACCC continues to inform businesses and assist them with compliance with unfair contract terms (UCT) laws after significant changes to the laws came into effect in November 2023.

In 2024–25 we distributed UCT guidance through regular newsletters to the Small Business Information Network and the Franchising Information Network. We provided at least 4 newsletters covering the UCT law changes, information about the most common types of UCTs and links to the ACCC guidance for more information.

We also wrote to a number of businesses, including franchisors, where we had concerns that their standard form contracts may raise UCT issues and requested they review our updated UCT guidance to be completely clear on their obligations.

‘Free range’ labelling guidance

In anticipation of a potential outbreak of H5N1 avian influenza in Australia, we released guidance for ‘free range’ labelling of poultry eggs and meat to clarify the ‘exceptional circumstances’ permitting poultry egg producers to prevent their hens from accessing the outdoor range under the Free Range Egg Labelling Information Standard. This guidance provides greater certainty to poultry egg and meat industries about when the ACCC will take enforcement action on ‘free range’ claims in the event of a H5N1 outbreak.

Industry codes of conduct

Franchising Code of Conduct

To reflect changes to the Franchising Code of Conduct, all content on the ACCC website relevant to the code was updated, including the [guidance on changes to the Franchising Code](#) page. We also released 3 guidance documents to help the franchising sector:

- [Franchise model disclosure document](#)
- [Quick guide to franchise disclosure](#)
- [Information statement for prospective franchisees.](#)

The [franchising course](#) ‘Is franchising for me’ was also refreshed and contains updated information for prospective franchisees.

Food and Grocery Code

Following reviews by government across 2023 and 2024, the Food and Grocery Code was remade in December 2024 as a mandatory prescribed industry code applying to large grocery businesses that earned over \$5 billion from their grocery retailing or wholesaling businesses. The remade code took effect on 1 April 2025.

Under the remade code, large grocery businesses are liable to significant civil pecuniary penalties imposed by a court for noncompliance with the code. The ACCC can also issue infringement notices for alleged noncompliance with the code.

In the lead-up to the commencement of the remade code, we amended our web guidance to provide clear and readable assistance to suppliers seeking to understand their rights and responsibilities under the code. We also participated in industry events to further awareness of the code and sent newsletters about the remade code to our Agriculture Information Network, Franchising Information Network, and Small Business Information Network distribution channels.

We established a dedicated online portal to receive anonymous reports of potential noncompliance with the code. This portal was a specific recommendation from the review of the code conducted in 2024 by the Hon Dr Craig Emerson; and a specific commitment from the government in its response to Dr Emerson’s final report. The portal will allow users to make a report through a structured form and upload relevant documentary evidence to support the report. It will also allow for the possibility of continuing anonymous 2-way communication between the user and the ACCC (subject to the user re-engaging with their account). Users can continue to report issues through our existing channels as well.

Horticulture Code of Conduct

Following enforcement outcomes against 6 horticulture produce wholesalers for alleged breaches of the Horticulture Code of Conduct, additional guidance material was developed to assist growers and wholesalers to better understand when the code will apply to their businesses. This updated guidance was distributed through direct engagement with 93 horticulture wholesalers and 58 horticulture grower representative groups.

Engagement activities

Surcharging and other add-on costs

In late 2024–25 the ACCC commenced its surcharging education and compliance campaign using specific funding the government provided the ACCC for card payment surcharging related education and compliance activities.

The ACCC's program of work is focusing on promoting business compliance around excessive card payment surcharging and improved disclosure of surcharges, particularly in the sectors where the ACCC often receives reports about issues with excessive card payment surcharging or poor disclosure of surcharges.

The campaign is being delivered through an integrated mix of channels, including a media release, media interviews, paid advertising, a stakeholder kit, ACCC social media and updated web content. The updated web content on card payment surcharging and price displays also included simplified website information translated into Vietnamese, Simplified Chinese, Traditional Chinese and Korean to assist small business owners from more diverse backgrounds.

We also developed a straightforward [guide](#) that contains infographics and QR codes so that businesses, particularly small businesses, can find further information to help them comply with the relevant laws. The guide can be viewed online, downloaded or printed for hard-copy dissemination.

Paid advertising, linked to our website content, was used to reach small businesses, reminding them to make sure their customers know about any card payment surcharges up-front and that they are only charging what it costs them to accept those card payments. The paid advertising also included advertising in Vietnamese, Simplified Chinese, Traditional Chinese and Korean. Advertising was conducted in 2 bursts from 22 April to 30 June through social media (Facebook and Instagram), digital search and digital display. The advertising delivered over 8.6 million impressions through digital display channels, 3 million impressions on social media and 23,000 impressions through digital search.

As of the end of 2024–25 the campaign resulted in over 90,000 views of our web content (including over 17,000 views of our translated content), and our guide was downloaded 688 times.

The ACCC also commenced closer engagement with a range of businesses and industry stakeholders, including peak industry organisations, about businesses' surcharging and pricing disclosure obligations and to disseminate our new guide.

First Nations small businesses

The First Nations team, supported by specialist staff from ACCC's Small Business and Agriculture team, expanded its engagement with First Nations small business owners so it could better understand their specific challenges. As part of this work, the team developed tailored lunch and learn sessions for Supply Nation staff, engaged with business owners through First Nations business networks such as Black Coffee and attended key events, including the Supply Nation Connect 2024 Business Showcase and The Circle First Nations Business Showcase.

The First Nations team also introduced a range of education and outreach initiatives to assist First Nations small businesses to comply with their obligations and exercise their rights under the ACL. For example, the team developed tailored educational resources and partnered with AusIndustry to deliver outreach to First Nations businesses in regional New South Wales.

Small Business and Franchising Consultative Committee

The ACCC's Small Business and Franchising Consultative Committee (SBFCC), chaired by Deputy Chair Mick Keogh, continues to meet, allowing industry and government to discuss competition and consumer law concerns affecting small business and franchising sectors. The SBFCC aims to ensure that the interests of the broader small business sector are represented. Its members include industry associations, legal and business advisers and academics. The October meeting was attended by the Chair, and members were provided with an update on merger reforms, designated complaints guidance and the scams prevention framework. Members also heard an update on unfair trading practices consultation and how the ACCC manages and resolves reports from small business. In March 2025 the SBFCC membership was refreshed, and 2 new members joined the committee – the Australian Construction Industry Forum and the Australian Restaurant and Café Association Ltd.

The May 2025 meeting focused on the ACCC's 2025–26 compliance and enforcement priorities – specifically those on misleading surcharging practices and competition and fair trading issues in the supermarket sector.

Key activity 4.3: Empower consumers by increasing awareness of their rights under the Australian Consumer Law

About this key activity

This key activity relates to the work we do to assist consumers to understand and assert their rights. Education is an important aspect of our consumer protection work. By equipping consumers to make informed purchasing decisions and empowering them to assert their rights when things go wrong, they can participate in the economy with greater confidence.

The ACCC continues to prioritise work to educate and inform consumers about their rights under the ACL, particularly in the priority areas identified in our Compliance and Enforcement Policy and Priorities (see the introduction to strategic objective 4 for more information) or where changes to the law occur. We achieve this by engaging with the media and connecting directly with consumers through social media and promotional campaigns, events and publications.

Outcomes achieved

In addition to the performance measure results and analysis under Table 3.6, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how this contributes to achieving our purpose.

Guidance for consumers

Consumer guarantees guidance

The ACCC continued its focus on consumer guarantees guidance for consumers. For example, in 2024–25 we:

- updated the ACCC's [Repair, Replace, Refund problem solver](#). This resource provides interactive guidance that takes consumers step by step through the different permutations in the consumer guarantees for their specific situation to help them better understand their rights and the steps they can take to assert their rights
- updated the ACCC's webpages on [where to go to for consumer help](#) and [contacting a business to fix a problem](#). The changes will better assist consumers to assert their consumer guarantee rights in dealing with businesses and provide more information on where else consumers can go to for assistance to assert their rights
- continued evergreen posts on the ACCC's social media channels about consumer guarantee rights, as well as specific posts to leverage off events such as Christmas, Black Friday, the Australian Open, Valentines Day, AfterPay Day, and St Patricks Day. We also posted Instagram reel explainers, including one explaining extended warranties and how they differ from consumer guarantees. The reel received strong engagement through shares, views and reactions and even reached the feeds of those who do not follow the ACCC. We also saw an uptick in our channel's followers in the days after posting.

Unit pricing consumer awareness campaign

In February 2025 we launched our unit pricing consumer awareness campaign following specific funding from the government, announced in December 2024 as part of MYEFO 2024–25. The campaign messaging focused on the benefits of unit pricing to help shoppers ‘compare and save’ by checking unit prices. The campaign included paid advertising in digital video and digital social environments and was supported by in-language video advertising in Arabic, Cantonese, Mandarin, Korean and Vietnamese.

Other social media consumer guidance

In 2024–25 we continued to provide guidance on our social media for consumers, including posts covering general information on consumers’ rights, tips and what to look out for on the topics of shopping online, gift cards, buying tickets to events, subscriptions and auto-renewals, high-pressure sales, delivery delays and greenwashing.

Supporting First Nations Australians

Through our First Nations team, the ACCC has expanded its engagement with several First Nations communities and representative organisations to share important consumer and fair trading information relevant to First Nations Australians. Our engagement with communities, particularly those in remote locations where consumer challenges are often exacerbated, has given us a better understanding of the current challenges facing First Nations Australians and helped shape our compliance, enforcement, policy and advocacy work. It has also allowed us to provide expert input into policy work undertaken by other agencies.

Some of the key outreach activities undertaken this year included:

- a community engagement trip to the Nauiyu community south of Darwin with the ACCC Chair to engage with community members and local organisations in June 2025
- an outreach trip, in partnership with NSW Fair Trading, Revenue NSW, AusIndustry and Legal Aid NSW, to engage with consumers and organisations in regional New South Wales communities, including Dubbo, Bourke, Brewarrina, Walgett and Goodooga in March 2025
- developing tailored educational resources to effectively engage with First Nations consumers, including guidance on the ACL, scams awareness and UCTs
- ongoing engagement with key First Nations stakeholders, including the Indigenous Consumer Assistance Network (ICAN), First Nations Foundation, Broome Circle, Mob Strong Debt Help, Consumer Action Law Centre, Financial Counsellors’ Association of Western Australia (FCAWA) and various community legal services
- active membership of First Nations stakeholder forums, including the National Indigenous Consumer Strategy (NICS), the Dubbo Koori Interagency Network, the FCAWA-led Banking Roundtable and the National Indigenous Australians Agency (NIAA)’s South Australian Heads of Agency meetings.

In 2024–25 the ACCC continued to chair the NICS. NICS members include consumer agency representatives from all Australian states and territories, ASIC and an independent member, the ICAN. Through our leadership of the NICS, the ACCC coordinated important and timely consumer messages to First Nations Australians and collaborated with NICS members to deliver a joint outreach trip to communities in New South Wales.

The ACCC also continues to use its ‘Your Rights Mob’ Facebook page to publish timely and relevant consumer and small business empowerment messages to over 5,000 followers. These messages cover a diversity of topics from product safety, scams and consumer guarantees to unsolicited selling.

Consultative committees

The ACCC regularly engages with a range of consumer representatives and organisations with expert knowledge of issues affecting Australian consumers, including through our Consumer Consultative Committee. In 2024–25 we hosted 4 meetings of the committee and also facilitated the annual joint meeting with ASIC and each agency’s consultative body. This year’s joint meeting was focused on consumer remediation.

Other engagement activities

2025 National Consumer Congress

This year’s National Consumer Congress was held in Melbourne on 27 June 2025, with the theme ‘Who can we trust? Regulating in an environment of declining consumer trust’. Speeches and panel sessions focused on the importance of trust based on cooperation between regulators, advocates and industry; and methods for addressing the growing level of distrust that some Australian consumers experience. Panellists considered ways to improve outcomes for consumers experiencing financial hardship and explored ways of addressing ‘wicked’ consumer problems that face consumers. The congress also explored how young people engage with markets in novel ways; and the critical importance and value of involving young people in public policy debates.

2025 Ruby Hutchison Memorial Lecture

Each year the ACCC jointly hosts with CHOICE the Ruby Hutchison Memorial Lecture. This year’s lecture was delivered by [Mr Jon Duffy](#), Chief Executive, Consumer NZ, to celebrate World Consumer Rights Day. The lecture covered 3 themes: the impact of information asymmetries on people and the planet; how vulnerability does not fit the mould in a modern economy; and how markets alone cannot be left to determine outcomes for people.

Contacts to the ACCC – the ACCC Infocentre

The ACCC Infocentre is the initial contact point for enquiries and reports about competition, consumer, product safety and fair trading issues. We receive contacts by online forms, telephone and letter, and we triage them in line with the priorities and factors outlined in our Compliance and Enforcement Policy and Priorities. The contact data we collect helps us to identify new issues. It is also a valuable source of intelligence that helps us to identify trends and patterns, informs our priorities and assists with current enforcement and compliance activities.

The reports we receive are escalated through a series of increasingly detailed assessment stages for enforcement purposes. We analyse the data to establish trends, identify issues for further inquiry and develop compliance responses.

Table 3.7: Contacts recorded in 2024–25

Category	2019 20	2020 21	2021–22	2022–23	2023–24	2024 25
Contacts served by telephone and received in writing	312,773	396,190	379,902	408,563	397,225	334,218 [#]
Contacts recorded in the database	282,213	377,862	376,194	401,457	389,244	326,016
Scams contacts recorded in the database	160,538	259,655	267,440	290,371	288,604	223,360
Non-scam contacts recorded in the database	121,675	118,207	108,754	111,086	100,640	102,656

[#] This figure includes contacts served by the Infocentre and scam reports received by Scamwatch.

Key activity 4.4: Empower consumers and businesses to combat scams by collecting and sharing data and intelligence across the scam ecosystem and coordinating scams prevention, disruption and awareness activities

About this key activity

This key activity relates to the work conducted by the [National Anti-Scam Centre](#) (NASC). The NASC, launched on 1 July 2023, is where government, industry, law enforcement and community work together to make Australia a harder target for scammers. It builds on the ACCC's earlier scams work, including the Scamwatch service, which has transferred to the NASC. The NASC harnesses shared resources and smarter analytics to cover blind spots and strengthen weak links. It uses data to react faster, turning evidence into opportunities to educate the public.

The NASC is built on 3 pillars: collaboration, disruption and awareness and protection. It is achieving this by bringing together experts from government, law enforcement and the private sector to disrupt scams. Members of the NASC analyse and act on trends to disrupt scams from shared data as well as raising consumer awareness about how to spot and avoid scams.

The ACCC will continue to support the NASC in its mission to detect and disrupt the harm caused by scams.

Outcomes achieved

In addition to the performance measure results and analysis under Table 3.6, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how this contributes to achieving our purpose.

Reporting and governance

The NASC published its annual *Targeting scams: report of the National Anti-Scam Centre on scams data and activity 2024* (Targeting Scams report), which was released in March 2025.

The Targeting Scams report showed that reported losses to scams decreased in 2024–25. Combined losses reported to Scamwatch, ReportCyber, the Australian Financial Crimes Exchange, IDCARE and ASIC totalled \$2 billion in 2024 – a 25.9% decrease on combined losses reported in 2023. Over 249,000 Australians reported a scam to Scamwatch in 2024 – a 17.3% decrease from the 301,778 reports made in 2023.

The Targeting Scams report highlights the devastating impact scams have on certain at-risk communities, including First Nations Australians, people with disability, people from culturally and linguistically diverse communities, older Australians and small business.

In 2025 Scamwatch data shows that losses have been increasing. In the first 6 months of 2025, reports to the National Anti-Scam Centre's Scamwatch service show a 26% increase (compared to 2024) in financial losses stolen by criminals perpetrating scams. This increase is the result of more people reporting a loss, but average losses have decreased. Scammers are adaptive and the availability of technology such as AI means scams look more real. This has led to more people losing money to phishing scams that impersonate well-known brands. While overall losses are lower than

the peaks in 2022, the recent increase highlights the importance of ongoing collaboration and the obligations in the Scams Prevention Framework.

The NASC facilitates partnerships and coordination across government and the private sector through:

- the Advisory Board, which has a diverse membership from peak industry and consumer groups
- the Regulator Steering Group, consisting of representatives from the ACCC, ASIC and ACMA.

The NASC has also established working groups and networks that harness the expertise of key partners to inform effective disruption and education initiatives and ensure consistent messaging across the anti-scam ecosystem.

Fusion cell work

Fusion cells are time-limited taskforces that bring together expertise from government and the private sector to address specific, urgent scam issues. The NASC's second fusion cell, addressing job scams, ran from September 2024 to March 2025. Key outcomes of the Job Scam Fusion Cell included:

- intelligence sharing leading to Meta's removal of approximately 29,000 accounts engaged in job scams in Australian Facebook groups
- referral of 836 scammer cryptocurrency wallets to digital currency exchanges (DCEs) for analysis and investigation, leading to blocking and blacklisting of wallets and other actions that assist disruption
- 1,850 scam enablers, such as websites and scam job advertisements, being referred for removal
- improved screening of job scam content on online platforms through the distribution of a regular keywords and trends intelligence product
- a significant uplift of awareness and prevention across the tertiary education sector, including by equipping universities and state/territory international student study hubs for ongoing delivery of scams awareness messaging.

The final report on the Job Scam Fusion Cell was released on 23 May 2025.

The NASC's third fusion cell, addressing romance scams, commenced on 9 July 2025. The NASC continues to engage with stakeholders and reviews data and intelligence in order to select fusion cell topics that will bring maximum benefit to Australian consumers.

Technology build

As part of the Australian Government's investment in the NASC, funding was provided to build and enhance the NASC's technology over 3 years. Over the last 12 months the NASC's technology development has focused on ensuring scam data the NASC receives is appropriate, necessary and timely for intelligence sharing and disruption activity.

The technology build is enabling the NASC to:

- facilitate sharing of actionable scam intelligence with government and industry partners
- directly disrupt scammers and scam attempts
- coordinate fusion cells and scam disruption across government, law enforcement, and industry
- alert, educate and inform the public on scam trends and protection measures
- collate, identify and publish trends in scam data
- build Application Programming Interfaces (APIs) to allow automated sector-specific data sharing, including over the last year with cryptocurrency service providers

- develop functionality of the NASC's Partner Portal, which provides the capability for data partners to upload and download relevant scam reports
- partner with third-party website take-down services to refer and block malicious URL scam websites, preventing financial scam losses to consumers.

These notable outcomes have positioned the NASC's technology well to ensure it is ready to implement its upcoming mandate under the Scams Prevention Framework and associated industry codes.

Over the next 12 months, the NASC's technology build will focus on ensuring industry and government partners can participate fully in the united anti-scam effort through the NASC'S capabilities in data sharing, scam reporting and disruption, and public information campaigns.

Scams guidance and education work

Scams guidance and education work is for all Australians, but there are particular initiatives for vulnerable groups. These initiatives focus on First Nations communities, older Australians, youth and children, people from culturally and linguistically diverse backgrounds, those living with a disability, and small businesses. In 2024–25 key activities included:

- delivering 62 in-person and virtual consumer awareness presentations
- distributing over 145,556 physical copies of *The little book of scams* (cumulative total across all languages, including the First Nations version)
- publishing new scams awareness material, including a scam quiz, digital and printable resources available in 21 languages, and dedicated resources for First Nations people
- automatically referring scam victims to IDCARE for practical advice and support. In 2024–25 the NASC referred 8,727 consumers to IDCARE.

Stop. Check. Protect. campaign

The \$6.9 million fighting scams national advertising campaign titled 'Stop. Check. Protect.' ran from 12 January to 22 March 2025 across TV, social media and search platforms. The campaign aimed to drive awareness of 'Stop. Check. Protect.' as a memorable behavioural process to keep Australians safe from scams. During the campaign, over 11.4 million people were reached through digital channels alone and 4 million were reached across metro and regional television markets. The campaign included paid media targeting culturally and linguistically diverse and First Nations audiences, with advertisements available in Mandarin, Vietnamese, Cantonese, Korean and Arabic. Multicultural media coverage was strong, with approximately 6.8 million impressions. A media partnership with NITV produced scams awareness podcasts for First Nations people. Other resources included culturally and linguistically diverse educational audio recordings, a First Nations *Little book of scams*, posters and merchandise for outreach events, and a launch kit tailored for a variety of stakeholder groups.

Scams Awareness Week 2024

The theme of the 2024 Scams Awareness Week was ‘Share a story, stop a scam’. The aim was to help reduce the stigma of being scammed and help empower people to identify, avoid and report scams. Media mentions of Scams Awareness Week reached an estimated audience of 16 million. The social media strategy resulted in increases in positive metrics across the NASC and Scamwatch channels compared with the previous week, with 62% higher impressions and 64% higher engagements (shares, comments and reactions).

The theme ‘Share a story, stop a scam’ was co-designed with the members of the NASC Communications and Awareness Working Group Design Team and members from Westpac, COBA, Pivotal, Services Australia, the Australian Taxation Office, ASIC, ANZ, Digi, IDCARE and Monash University (neuropsychologist and scams researcher Dr Kate Gould). We worked particularly closely with IDCARE, Westpac and Monash University to create campaign videos, which were available for any participating organisation to use.

Scams Prevention Framework

The Australian Government’s [Scams Prevention Framework Bill 2025](#) passed both houses of parliament and received royal assent in February 2025. The Bill amends the Competition and Consumer Act to introduce a new Part IVF (the Scams Prevention Framework). The amendments create new compliance monitoring and enforcement functions for the ACCC in relation to scams by designating the ACCC as the ‘SPF general regulator’.

Banks, telecommunications providers and certain digital platforms (offering social media, search advertising and/or direct messaging services) will be the first sectors required to comply with principles to prevent, detect, disrupt, respond to and report on scams and implement governance processes in respect of these principles.

Importantly, the framework establishes pathways for consumers to report a scam or make a complaint to a regulated business. The government will appoint the Australian Financial Complaints Authority (AFCA) as the external dispute resolution body for all three designated sectors. Where a business is unable to satisfactorily resolve a dispute, consumers can have their matter heard by AFCA.

The government has announced its intention for the ACCC to also be designated as the sector regulator for the digital platforms scams code (once it is designated and a sector code is drafted and in force). Under the multi-regulator model the government has adopted, ASIC and ACMA will be the sector regulators for the banking and telecommunications sectors respectively.

The ACCC, primarily through the NASC, will be responsible for giving effect to the information sharing obligations under the Scams Prevention Framework, building on the voluntary data sharing work currently underway with industry and government partners. To facilitate disruption efforts and support compliance and enforcement action across the ecosystem, the ACCC must engage in 2-way information sharing with:

- regulated entities in regulated sectors of the economy
- ASIC and ACMA, as co-regulators under the framework
- AFCA, which the government intends to designate as the sole external dispute resolution body under the Scams Prevention Framework
- other relevant entities (including other government bodies or law enforcement agencies, including those in overseas jurisdictions).

In addition to the ongoing significant technology build required to support the implementation of the Scams Prevention Framework, the ACCC is undertaking preparatory work including:

- engagement with Treasury, which is responsible for developing legislative instruments essential to the framework, on sector and regulator designation instruments and sector rules and codes
- engagement with industry stakeholders to understand guidance needs and develop sensible starting points for policy discussion around the types of information and scam reports that must be shared with the ACCC under the framework
- engagement with ASIC, ACMA and AFCA on a roles and responsibilities statement, as well as preliminary work on regulatory arrangements and compliance and enforcement strategy
- engagement on dispute resolution matters to support Treasury and AFCA in designing a model that is consumer-centric and efficient for all stakeholders.

The ACCC will continue to work closely with Treasury, ASIC, ACMA and AFCA to implement a regime that delivers the best possible protections and outcomes for consumers as well as minimise industry burden and allow regulated entities to provide world-first detection and disruption initiatives for their customers and the Australian economy.

Strategic objective 5: Protect consumers from unsafe products

About this strategic objective

To achieve this strategic objective, we undertake the following key activities:

- 5.1 – Identify safety hazards in consumer products and prioritise the risks that may result in serious injury and death.
- 5.2 – Address the highest priority risks of serious injury and death arising from safety hazards in consumer products through regulation, education, compliance and enforcement actions.

The ACCC uses an intelligence-led approach to assess current and emerging consumer product safety risks. We review a range of data sources to identify safety concerns and work to improve the product safety data available to us – for example, our data comes from:

- supplier mandatory and voluntary reports
- consumer complaints
- media reports and other publications
- market surveillance to identify noncompliant or unsafe products
- networks of consumers, business, government and other organisations, including injury surveillance units
- international networks and sources such as EU SafetyGate, Health Canada, the United States Consumer Product Safety Commission NEISS Database, the OECD Global Recalls Portal, and information sharing as part of regular international product safety regulatory engagement.

We triage and assess information we receive and, where warranted, take action such as:

- negotiating the recall of goods
- educating industry and consumers, including publishing safety warnings and raising awareness through targeted communication
- negotiating voluntary changes to package labelling or product design
- introducing and/or working to implement changes to existing product safety mandatory standards and bans
- making recommendations for regulatory action by the Minister – for example, standards, bans, compulsory recalls or safety warning notices
- advocating for reform and clarity of roles and responsibilities within the product safety framework
- taking compliance or enforcement action.

Our ACL consumer product safety responsibilities form part of Australia's overall product safety framework, which is complemented by the role of state and territory fair trading regulators that share ACL responsibility with the ACCC and specialist safety regulators that are responsible for the safety of specific classes of goods.

Our priorities

Each year we apply our Product Safety Priorities Policy to prioritise and address consumer product safety risks. Our priorities are informed by analysis of our internal data, media reports and public and targeted consultation. We also invite state and territory ACL regulators to endorse these as national priorities.

Our Product Safety Priorities for 2024–25 were:



Young children's product safety: Consumer product safety issues for young children, with a focus on the safety of nursery products including furniture, baby bottle self-feeding devices and infant sleep products.



Product safety online: Strengthening product safety online including through compliance monitoring, encouraging best practices by online platforms and raising awareness to reduce safety risks from goods sold online, including second hand goods.



Sustainability and maintaining product safety: Supporting Australia's transition to a sustainable economy including through education and awareness raising of safety in sustainable products.



Emerging technology and product safety: Exploring product safety risks associated with the use of emerging technology in consumer products.



Improving product safety data: Improving product safety data to enhance our ability to identify emerging product safety issues quickly and effectively.

Performance measures

Table 3.8: Performance measures for strategic objective 5

Performance measures	2021–22 Result	2022–23 Result	2023–24 Result	2024–25 Target	2024–25 Result	Met?
5a. Number of product safety regulatory interventions [#]	–	3	7	3+	2	✗
Methodology: Count and cross-check of recommendations to the Minister to issue or substantially update a product safety standard, ban, compulsory recall or safety warning notice Data source: Internal records Related regulator best practice principles: 1 and 2 Related key activities: 5.2						
5b. Number of product safety enforcement interventions [*]	–	4	11	3+	4	✓
Methodology: Count and cross-check of product safety enforcement interventions (court proceedings commenced, section 87B undertakings accepted, infringement, substantiation or public warning notices issued, administrative resolutions) Data source: Internal records Related regulator best practice principles: 1 and 2 Related key activities: 5.2						
5c. Number of product safety education and compliance initiatives [^]	–	27	20	25+	25	✓
Methodology: Count and cross-check of product safety education and compliance initiatives (new or substantially updated guidance or education campaigns for businesses or consumers relating to the safety of consumer products and other non-enforcement initiatives) Data source: Internal records Related regulator best practice principles: 3 Related key activities: 5.2						
5d. Effectiveness Survey 'index score' (out of 100) that key stakeholders agree the ACCC is effective in protecting consumers from unsafe products ^{##}	–	76.7	–	70	73	✓
Methodology: The index score is the mean (average) response for the question/s across respondents (using the numerical score from the 5-point response scale) transformed into a 0- to 100-point scale. Future targets are set based on 2023 survey results Data source: ACCC Effectiveness Survey Related regulator best practice principles: 1, 2 and 3 Related key activities: 5.1 and 5.2						

[#] Not reported on prior to 2022–23.

^{*} Prior to 2022–23 'Regulatory intervention' and 'enforcement intervention' were combined as a single performance measure. The decision was made to separate them for transparency and ease of reporting.

[^] Prior to 2022–23 this performance measure only captured education and compliance resources. It now includes compliance and education initiatives broadly including other non-enforcement activity such as voluntary recalls that have been negotiated as a compliance outcome.

^{##} Not reported on prior to 2022–23 and only conducted biennially.

Analysis of results

We did not meet our target of 3 regulatory interventions (measure 5a), with 2 safety warnings issued for baby bottle self-feeding devices (aligned with our young children's product safety priority) and car head straps (aligned with our product safety online priority) respectively. While not substantive enough in scope to be counted as an intervention, we also prepared and recommended several important technical amendments to the new infant sleep standard, which the Minister subsequently introduced. This performance measure result also reflects the flow-on effects of the significant number (7) of regulatory interventions achieved in 2023–24 and our continuing investment in 2024–25 to support their implementation, such as stakeholder communications and engagement after the Minister introduced standards.

We exceeded our target of 3+ enforcement interventions, with 4 enforcement actions achieved (measure 5b). All of these actions were aimed at addressing safety hazards in products aimed at or attractive to children, including a range of items powered by button batteries, such as toys and novelty items; and a children's beach towel. In 2024–25 we commenced the first litigated matter alleging noncompliance with the button battery mandatory standards. We allege that City Beach supplied and offered for sale over 57,000 products that were likely to be attractive to young children and that were not tested and/or failed to include safety warnings as required by the standards.

We met our target of 25+ product safety education and compliance initiatives, achieving 25 initiatives (measure 5c). This included compliance initiatives aimed at improving product safety online, such as continuing our work with online marketplaces through the Australian Product Safety Pledge – a voluntary initiative that seeks to protect Australian consumers shopping online from product safety risks. A major consumer education initiative was our 'Sleep Bub Safe' campaign to raise awareness of infant safe sleep amongst First Nations consumers, which involved working with experts to ensure the campaign was culturally appropriate. We also ran a consumer campaign and published business guidance on toppling furniture to highlight the risks, safety considerations and supplier requirements under the new mandatory information standard that came into effect in May 2025.

Key activity 5.1: Identify safety hazards in consumer products and prioritise the risks that may result in serious injury and death

About this key activity

This key activity relates to the methods we use to identify product safety issues and the types of action we take to address risks posed by unsafe consumer goods.

Outcomes achieved

In addition to the performance measure results and analysis under Table 3.8, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how this contributes to achieving our purpose.

Triaging activity and intelligence capability

We take an intelligence-led and strategic approach to assessing current and emerging consumer product safety risks and, where warranted, we take action.

In 2024–25 we received 7,555 initial reports about product safety through contacts to the ACCC Infocentre, mandatory and voluntary supplier reports, recall notifications and media monitoring. This is nearly a 17% increase compared with 2023–24 reports. The increase reflects additional complaints and enquiries across a wide range of categories.

Of the reports received, many are served by our Infocentre. Complaints and reports escalated for further consideration led to 139 assessments and 9 initial investigations, with 3 escalated to in-depth investigation. We also published 265 voluntary recalls, received 2,066 progress reports, reviewed the performance of 657 recalls, and negotiated with suppliers to improve the effectiveness and performance of 69 recalls. As a product safety priority, we continued to explore opportunities to obtain further product safety data and intelligence to effectively identify emerging product safety issues. In 2024–25 we continued to refine an intelligence dashboard to visualise current and emerging product safety incidents and trends. Work is also underway to enhance our ‘report an unsafe product’ webform, which will assist consumers and suppliers to correctly and easily submit a report.

Our intelligence work also plays a key part in our annual priority setting process. To inform our focus we use insights from a range of sources, including current projects, product safety data, domestic and international stakeholder consultations and media monitoring.

We engage with a range of stakeholders in Australia and internationally and share data insights to inform our and others’ knowledge of product safety hazards and trends. For instance, in July 2024 we began our participation in the SafeAge Project – a 3-year collaborative academic research project funded by the Australian Research Council. The project aims to inform injury prevention strategies by expanding contemporary knowledge about the role of consumer products in injuries and deaths amongst older Australians. An advisory committee comprising representatives from government, industry and the community, as well as the ACCC, has been formed to guide and advise on the project.

Key activity 5.2: Address the highest priority risks of serious injury and death arising from safety hazards in consumer products through regulation, education, compliance and enforcement actions

About this key activity

This key activity relates to the types of action we take to address risks posed by unsafe consumer goods.

Outcomes achieved

In addition to the performance measures results and analysis under Table 3.8, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how it contributes to achieving our purpose.

Button battery safety

In June 2022, 4 mandatory button battery safety and information standards came into effect with the aim of protecting children from serious injury and death associated with button batteries. In Australia, 3 children have died from inserting or ingesting button batteries. As an enduring priority, the ACCC will always prioritise product safety issues that have the potential to cause serious harm to consumers.

In 2024–25 we continued to take enforcement action against a number of traders for alleged noncompliance that may pose a risk of serious injury or death, particularly to young children. These enforcement actions are important in achieving both specific and general deterrence.

In April 2025 the ACCC commenced proceedings against [Fewstone Pty Ltd \(t/a City Beach\)](#) for allegedly supplying products containing button batteries that did not comply with the standards. We allege that, between 22 June 2022 and 24 October 2024, City Beach supplied and offered for sale over 57,000 products, across 70 product lines, that were not tested and/or failed to include safety warnings as required by the standards. Products included novelty items, desktop toys, coloured lights and accessories, which are likely to be attractive to young children. This is the ACCC's first litigated matter concerning compliance with the standards. We are seeking pecuniary penalties, declarations, injunctive relief and costs.

In May 2025 fast-food franchise [Hungry Jack's Pty Ltd](#) paid \$150,240 in penalties after the ACCC issued it with 8 infringement notices for alleged breaches of the ACL by failing to comply with the mandatory button battery information standard. It also provided a court enforceable undertaking, which includes establishing and implementing a compliance program to minimise the risk of future breaches of the ACL. This action related to a Garfield toy powered by button batteries that was supplied nationwide without required warnings and information. Over a 10-day period in May 2024 Hungry Jack's supplied nearly 28,000 of these toys with its children's meals. While the toy complied with the safety standard, there were no warnings to advise consumers that it contained button batteries and the hazards these pose and no advice about what to do if a child ingested one. Since the standards commenced on 22 June 2022 to 30 June 2025 we have published 172 voluntary

recalls on the ACCC Product Safety website for products likely to be noncompliant. Since April 2023 ACCC investigations concerning compliance with the standards have resulted in 7 enforcement outcomes involving 10 traders. Our actions have resulted in over \$760,000 in penalties following the issue of 41 infringement notices, 2 section 87B undertakings, 5 compliance commitments, and the institution of proceedings against one trader (City Beach).

Electrical safety

In 2024 the ACCC worked in partnership with the Australian Government Department of Finance on a [review of the regulatory framework for the safety of household electrical products](#). The resulting [Reform Action Plan](#) made 9 recommendations to improve or maintain safety levels while ensuring regulation is fit for purpose, efficient, effective and nationally consistent. One of the recommendations was for reform to enable risk-based regulation of extra-low voltage electrical products, such as lithium-ion batteries.

In November 2024, at the Council of Federal Financial Relations, Treasurers agreed to harmonise and consistently implement the regulation of household electrical consumer products across states and territories. A National Meeting of Consumer Electrical Safety Ministers will also be created to oversee and monitor reforms, including the investigation of risk-based regulation of certain lithium-ion batteries in extra-low voltage electrical products.

Lithium-ion batteries

Lithium-ion batteries are used in consumer goods such as mobile phones, laptops, power tools, electric vehicles and residential solar energy systems. We continue to prioritise awareness raising on these hazards and pursue reform to improve electrical safety. We continue to receive reports or become aware of incidents where these batteries may have caused fires and explosions, resulting in significant injury, property damage and death. Between 1 April 2017 and 30 June 2025 the ACCC received 494 product safety reports on these batteries.

We have continued working to address the fire hazard associated with around 18,000 defective solar lithium-ion home energy storage system batteries supplied by [LG Energy Solution Ltd \(LGES\)](#). As of 15 April 2025, 2,452 batteries are yet to be located and 15 incidents have been reported in Australia.

In May 2024 we accepted a section 87B undertaking from LGES that, among other things, required it to take action to protect consumers and to offer consumer remedies. Since then we have been monitoring compliance and assessing new incidents.

In November 2024 we launched activities in support of the OECD global campaign to raise awareness of the risks of lithium-ion batteries and how industry and consumers can make safer decisions when supplying, buying, using, charging, maintaining, storing and disposing of them. The campaign included social media activity, a Product Safety Matters e-newsletter and communications toolkit. Overall, consumer engagement with the campaign was positive, with strong social media results – for example, our Facebook posts achieved 27,000 views.

In March 2025 we joined a working group led by New South Wales that is pursuing a national approach to safe use of lithium-ion battery-powered e-micromobility vehicles (such as e-bikes and e-scooters). The group will report to the Consumer Senior Officials Network.

This work forms part of our efforts under our ‘sustainability and maintaining product safety’ priority to support Australia’s transition to a sustainable economy.

Toppling furniture

In Australia every year, toppling furniture causes on average one death and over 900 injuries requiring medical attention. Children under the age of 5 are most at risk because they are physically vulnerable and tend to climb furniture. Given this risk, furniture that will be used in nurseries is part of our 'young children's product safety' priority area.

In October 2024 we published the [Toppling furniture mandatory information standard – supplier guide](#) to support businesses to achieve compliance within the 12-month transition period. In May 2025 the [Consumer Goods \(Toppling Furniture\) Information Standard 2024](#) came into effect. It requires furniture suppliers to provide consumers with safety warnings and advice about how to reduce toppling furniture incidents before, during and after purchasing.

Between May and August 2024 we delivered a campaign to raise awareness among parents, expectant parents and carers of young children about the risks associated with toppling furniture. The campaign, which consisted of paid advertising, media, website content and social media, encouraged consumers to consider safety before they purchase furniture and to ensure furniture is correctly secured. Our evaluation identified that key messages were seen nearly 3 million times through integrated advertising on social platforms and parenting sites.

Infant sleep products

Unsafe infant sleep products pose a significant risk of sudden unexpected death. Research suggests that in Australia, on average, 10 infants die by suffocation or asphyxiation in unsafe infant sleep products each year. Our research also indicates the risk is greater when an infant is placed to sleep on an inclined surface. These products are a focus for our 'young children's product safety' priority area.

In July 2024 the Assistant Treasurer made the [Consumer Goods \(Infant Sleep Products\) Safety Standard 2024](#) and the [Consumer Goods \(Infant Products\) Information Standard 2024](#). These standards apply to all infant sleep products, including products such as rockers, bassinets, household cots and folding cots. The information standards also contain information and warning requirements for inclined non-sleep infant products. The Consumer Goods (Infant Sleep Products) Safety Standard 2024 was further updated in February 2025.

The standards provide a period of 18 months for suppliers to comply with the new requirements. During this period, suppliers of household or folding cots can comply with either the new requirements or those that were in the repealed standards. From 19 January 2026 suppliers must comply with the new standards.

In September 2024 we launched our '[Sleep Bub Safe](#)' campaign – see the highlight box below.

► Highlight

ACCC 'Sleep Bub Safe' First Nations campaign

Infant sleep products have been an ACCC product safety priority since 2019. Since then, we have employed a range of regulatory tools to address the hazards that these products pose to infants – our most vulnerable consumer group. Education and awareness raising is a key part of our integrated strategy.

In September 2024 we launched the '[Sleep Bub Safe](#)' campaign aimed at raising awareness amongst First Nations consumers. Sadly, data indicates that First Nations infants are over-represented in Sudden Unexpected Death in Infancy (SUDI) statistics. The campaign aimed to:

- raise infant sleep safety awareness with First Nations parents, kinship carers and communities
- promote steps to mitigate the risks if parents and carers decide to use infant sleep products
- reach First Nations communities through trusted channels and networks.

We worked with experts to inform the campaign's development and ensure it was culturally respectful, in line with best practice healthcare advice and fit for purpose. We established a First Nations group of trusted advisors and engaged with a range of medical, safe sleep advocates and academic stakeholders. We also engaged a First Nations-owned agency to develop creative materials for the campaign.

The campaign was launched on the ACCC Product Safety website and consisted of:

- a campaign homepage to make it easy for consumers and partners to access resources
- a short animated video, recognising that First Nations communities prefer visual content
- social media material, again aligning with First Nations communication preferences
- a practical brochure to support discussions with healthcare professionals
- a stakeholder toolkit with the campaign assets and key messages for ease of distribution.

Our campaign evaluation found that we achieved positive distribution results:

- Campaign assets were shared with more than 200 organisations and agencies and aired on Aboriginal Health Television (AHTV) in medical clinics.
- Social media content performed well on ACCC social media channels, achieving 15,200 impressions across ACCC Product Safety's Twitter (X) and Facebook and becoming the top performing post in 2024–25 on the ACCC's 'Your Rights Mob' Facebook page.
- The campaign brochure was included in approximately 1,200 National Aboriginal Community Controlled Health Organisation (NACCHO) 'Strong Born Baby' antenatal information bags distributed to expectant mothers. Campaign insights were shared with overseas counterparts, including at meetings of the OECD and the International Consumer Product Health and Safety Organisation.



Campaign assets example: ACCC social media post, 'keeping bub's sleep space clear'.

Car head straps and baby bottle self-feeding devices

In August 2024, following our recommendation, the Assistant Treasurer issued Safety Warning Notices about [aftermarket children's car seat head straps](#) and [baby bottle self-feeding devices](#). These notices warn consumers of the possible risks of injury or death to infants and children associated with the use of these products. This work forms part of our efforts to address hazards under our 'young children's product safety' and 'product safety online' priority areas.

As stated in the notices, we are investigating the safety of these products to determine if they will or may cause injury to any person and the extent to which regulatory action is needed to prevent their supply or mitigate safety risks.

Children's clothing

Product safety issues that have the potential to cause serious harm to consumers and conduct that impacts vulnerable consumers are enduring priority areas for the ACCC.

In July 2024 [Davie Clothing Pty Ltd](#), a supplier of the popular loungewear brand 'Oodie', paid \$101,280 in penalties for allegedly supplying a children's beach towel without fire danger warning labels. We issued Davie Clothing with 6 infringement notices for failing to include warning labels, as required by the Consumer Goods (Children's Nightwear and Limited Daywear and Paper Patterns for Children's Nightwear) Safety Standard 2017, on 6 styles, totalling 2,460 units, of the Kids Beach Oodie. We also accepted a court enforceable undertaking.

In November 2024 [Temu](#) notified a voluntary recall to the ACCC for a glow in the dark hooded jumper. This followed media reports of an incident involving a child being seriously injured after sparks from a bonfire blew onto the hooded jumper she was wearing, causing it to ignite. The jumper was reportedly purchased from Temu, which notified the recall on behalf of the supplier. The product was recalled because it did not include the mandatory fire warning labels. As Temu had the contact details of all consumers who purchased the product, it was able to alert them to the safety issue and provide them with a full refund. The ACCC worked closely with Temu throughout the recall notification process.

Standards reform

In December 2024 the mandatory standards regime in the Competition and Consumer Act was amended. We strongly supported these amendments, as they will improve the flexibility and enforceability of mandatory standards by (among other things):

- expanding the Minister's ability to make safety and information standards
- allowing mandatory standards to incorporate updates to voluntary Australian, overseas and international standards as they happen from time to time.

This reform allows mandatory standards to reference a greater variety of voluntary standards, including where voluntary international, overseas and Australian standards provide an equivalent or better level of safety. This assists businesses to keep pace with global developments in real time and without needing to meet outdated requirements. It also gives suppliers a greater choice on how they comply, remove barriers to trade and reduce supplier costs. These reforms will also benefit Australian consumers by providing greater choice and cheaper prices by enabling them to access products in overseas markets without compromising safety.

To support this reform, from July 2025 the ACCC will commence expedited reviews of 15 existing mandatory standards over 3 years.

Product Safety Pledge online marketplaces initiative

Strengthening product safety online, including through compliance monitoring and encouraging good practices by online platforms, was an ACCC product safety priority in 2024–25.

The Australian Product Safety Pledge is a voluntary initiative that seeks to protect Australian consumers from product safety risks when they are shopping online. It commits signatories to a range of product safety responsibilities that go beyond what is legally required. Current signatories are AliExpress, Amazon Australia, Catch.com.au, eBay Australia, and MyDeal.com.au.

In December 2024 the ACCC published the [Product Safety Pledge annual report 2023–24](#), which reports on the signatories' performance against pledge commitments. In 2023–24 signatories removed over 20,000 unsafe product listings from their online marketplaces as a result of consulting sources such as the ACCC Product Safety website. Signatories also removed over 3,000 unsafe product listings in response to regulatory take-down requests – an increase of over 300% from the previous reporting period.

However, we are concerned that, in some cases, signatories are not responding to requests for information or failing to take effective action to address unsafe product listings in a timely manner. We are also concerned about the overall volume of unsafe products still available for sale on online marketplaces. In 2025–26 we will continue to engage with signatories on options to improve product safety outcomes and the effectiveness of pledge commitments.

Buying and selling safe second-hand products online

As part of our 'product safety online' priority area, we also focus on raising awareness to reduce safety risks from products sold online, including second-hand products. The sale of second-hand products contributes to a more sustainable circular economy, which forms part of our 'sustainability' product safety priority area.

In December 2024 we published guidance for second-hand products online sales:

- [Buy safe second-hand products online](#)
- [How to sell safe second-hand products online](#)
- [Second-hand products sold through online marketplaces](#)

We engaged with a range of stakeholders, including ACL state and territory regulators, online marketplaces, international regulators, sustainability advocates and charity organisations, to raise awareness of the new resources.

International engagement

The ACCC has strong working relationships with international regulators, allowing us to collaborate on shared product safety issues. This is important given the global nature of product safety.

In 2024–25 the ACCC demonstrated its commitment to international collaboration on global product safety issues through its participation in the OECD and its WPCPS. The WPCPS is a key international forum for regulators to collaborate on strategic issues and progress coordinated initiatives to protect consumers.

The ACCC had a leadership role in the inaugural OECD Consumer Policy Ministerial-level Meeting on the topic 'Consumers at the centre of the digital and green transitions' in October 2024. A key theme explored during this meeting was how to address new product safety risks in a fast-evolving global marketplace.

In 2024–25 an ACCC representative held a Vice Chair role in the WPCPS. The ACCC was also part of a working group to develop the OECD global lithium-ion battery awareness campaign discussed under ‘Lithium-ion batteries’ above. In April 2025 we participated in another series of OECD working party and committee meetings where emerging hazards relating to AI, the Internet of Things and immersive technologies were considered.

In October 2024 we participated in the European Commission International Product Safety Week and International Consumer Product Health and Safety Organisation Symposium, speaking at panel sessions on infant sleep products and second-hand goods.

In 2024–25, as a member of the United Nations Conference on Trade and Development working group on consumer product safety, we contributed to the development of a draft resolution on consumer product safety designed to strengthen consumer protection against unsafe products and foster global cooperation.

We also continued to invest in regional engagement as part of the ACCC’s Consumer Affairs Program. In August 2024 ACCC representatives worked alongside counterparts at Cambodia’s agency responsible for consumer protection. In September 2024 we hosted Cambodian officials with whom we shared insights on product safety and recalls.

Through this international engagement we obtained important knowledge of global developments and initiatives to inform our work, strengthened relationships with key stakeholders and worked collaboratively to help protect consumers from unsafe products.

Strategic objective 6: Regulate monopoly infrastructure and monitor concentrated markets in the long-term interests of consumers

About this strategic objective

To achieve this strategic objective, we undertake the following key activities:

- 6.1 – Formulate regulatory decisions that promote the long-term interests of end users and consumers.
- 6.2 – Provide industry monitoring reports to government in relation to highly concentrated or emerging markets.

The ACCC is the national economic regulator of certain infrastructure services, including communications, postal services, services provided by Airservices Australia and rail. We also have specific regulatory roles in clearing and settlement services, energy, water in the Murray–Darling Basin and bulk wheat port facilities.

Our infrastructure regulation and market monitoring work results in lasting change to markets to improve the everyday lives of people across Australia. We support markets where a market's structure or nature can inhibit it from working effectively for consumers. Our work promotes greater productivity in these sectors, which provide essential services to other businesses and consumers and affect the productivity of the economy as a whole. Our work is ultimately geared towards achieving better outcomes for consumers: lower prices, better quality products and services, and more choice.

A major focus of our economic regulatory role is to foster efficient consumption of and investment in infrastructure services through industry-specific regulation and access conditions, under the umbrella of the long-term interest of end users.⁹ Access conditions that promote competition in upstream and downstream markets increase the efficiency of the overall economy and improve outcomes for consumers. Examples of industries that we regulate relevant parts of include communications, ports, post, air navigation services, rural (Murray–Darling) water and rail.

To identify market failure, improve market efficiency and promote competition through better market information, the ACCC inquires into, monitors and reports on the markets for goods and services in certain concentrated, deregulated or emerging markets and markets of significant concern to consumers. Examples of inquiries that the government has directed us to undertake include domestic airlines, airports, electricity, fuel, gas, insurance, container stevedoring, supermarkets and child care.

⁹ The long-term interests of end users' refers to the end users' economic interests, which can include lower prices, increased quality of service and/or greater diversity and scope in product offerings.

We also have a role in enforcing industry-specific competition and market rules and mandatory codes of conduct in some infrastructure-based and other markets of significance.

The ACCC's regulatory and monitoring role supports our competition work and our advocacy efforts to ensure that Australian markets operate within a policy framework that facilitates competition and efficient investment in and use of key and essential infrastructure networks, services and markets. We are engaging with Treasury on the National Competition Policy Review to support a regulatory regime that is proportionate, is fit for purpose and supports productivity across the economy.

Our priorities

The ACCC's infrastructure regulation and industry monitoring priorities for 2024–25 were:

Implement and oversee a range of long-term regulatory arrangements to apply to the national broadband network and other superfast broadband networks.



Promote affordability and consumer outcomes, competition and well-functioning markets in the aviation, communications, electricity, fuel, gas, rural water and insurance sectors and other sectors of significance through regular reporting and/or appropriate advocacy.



Promote efficient pricing that promotes the long-term interests of end-users through our advice to Ministers in respect of price notifications.



Monitor and report on the state of competition and the potential for anti-competitive behaviour or misuse of market power in industries impacted by current economic conditions, significant price changes and/or in which monopoly or high levels of market power exist.



Fulfil our regulatory role in relation to the mandatory code of conduct for the east coast gas market.



Develop regulatory arrangements that promote the long-term interests of end-users by conducting declaration and access determination inquiries for mobile and fixed voice interconnection, transmission and fixed-line services operating on Telstra's customer access network.

Performance measures

Table 3.9: Performance measures for strategic objective 6

	2021–22	2022–23	2023–24	2024–25	
Performance measures	Result	Result	Result	Target	Result Met?
6a. Percentage of regulatory decisions completed within statutory timeframes	100%	100%	100%	100%	100% 
Methodology: Number of regulatory decisions made within statutory timeframe (including 'stop the clock' and timeframe extension provisions in the Competition and Consumer Act) divided by the total number of regulatory decisions with a statutory timeframe made (including 'stop the clock' and timeframe extension provisions in the Competition and Consumer Act), expressed as a percentage Data source: ACCC media releases and material, certain public registers, internal records Related regulator best practice principles: 1 Related key activities: 6.1					
6b. Requested market information, analysis and insights relating to highly concentrated or emerging markets or markets of significant concern are provided to government in a timely manner [#]				100%	97.9% 
Methodology: Collation of the expected number of monitoring and inquiry reports to be provided within the reporting period, against the actual number provided within the reporting period, expressed as a percentage (covering electricity, gas, communications, rural water, rail, fuel, airports, airlines, ports, insurance, container stevedoring sectors and other sectors subject to a monitoring or inquiry direction, legislative requirement or allocated funding) Data source: ACCC media releases and publications, internal records Related regulator best practice principles: 1 and 3 Related key activities: 1.3 and 6.2					
6c. Effectiveness survey 'index score' (out of 100) that key stakeholders agree the ACCC effectively regulates monopoly infrastructure and monitors concentrated markets in the long-term interests of consumers [*]	N/A [*]	67.7	N/A [*]	70	64 
Methodology: Each reported index is the average of individual question indices for questions that address the strategic objective. The index score is the mean (average) response for the question/s across respondents (using the numerical score from the 5-point response scale) transformed into a 0- to 100-point scale. Future targets are set based on 2023 survey results Data source: ACCC Effectiveness Survey – Independent report Related regulator best practice principles: 1 and 2 Related key activities: 6.1 and 6.2					

[#] In 2024–25 the measure was changed to add an assessment of timeliness and delivery according to specifications of the performance measure.

^{*} Report conducted biennially.

Analysis of results

In 2024–25 the ACCC made 32 regulatory decisions, including decisions on aviation and telecommunications services, gas, post and rail. Of these decisions, 7 had statutory timeframes, all of which were met, providing a result of 100% for performance measure 6a. The timeframe for making a final access determination for the Domestic Transmission Capacity Service was subject to an approved extension to allow for further analysis and consultation. Further information about our decisions is provided under key activity 6.1.

We were very close to meeting our target of 100% for performance measure 6b, providing 97.9% (47 out of 48) reports in accordance with expected timeframes. Publication of the *Internet activity report for the period ending 31 December 2024* was delayed to 2025–26 following a variation to the Internet Activity Record Keeping Rule.

The Treasurer extended the timeframe for delivery of the [Container stevedoring monitoring report 2023–24](#) by 2 months, from October to December 2024.

The Treasurer also extended the delivery timeframe for the second of 2 [Electricity Inquiry](#) reports from June to July 2025, which means that this report will now be delivered in 2025–26.

Further information about our reports is provided under key activity 6.2.

Key activity 6.1: Formulate regulatory decisions that promote the long-term interests of end users and consumers

About this key activity

We use our regulatory decision making powers to facilitate access to certain infrastructure that is a source of market power and establish efficient pricing for that access. Efficient access creates conditions for competition to emerge in upstream and downstream markets and promotes efficient use of (and investment in) the infrastructure, with flow-on impacts for consumers in the form of lower prices, higher quality products and innovation.

Outcomes achieved

In addition to the performance measure results and analysis under Table 3.9, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how this contributes to achieving our purpose.

► Highlight

New rule on release of data promotes transparency for NBN consumers

The National Broadband Network (NBN) is a critical piece of national infrastructure that is central to Australia's digital economy. Implementing and overseeing regulatory arrangements for the NBN is a key priority for the ACCC.

In March 2025 the ACCC published the first set of data from NBN Co on the performance of its networks and service quality. The dataset provided valuable insights into connection times, fault rectification, appointment keeping, and the extent of planned and emergency outages on the NBN. Key takeouts from the dataset are available on our [website](#).

NBN Co prepares these datasets each quarter under a [new record keeping rule](#) for publication by the ACCC. The publication occurs under the disclosure direction that the ACCC issued in December 2024.

By sharing this data regularly, we aim to keep the public informed about the service quality they can expect when using the NBN. Over time, we will highlight areas where households and businesses are receiving good service quality and areas where there are opportunities for improvement.

In December 2024 we also published [NBN Co's first expenditure and price report](#) to increase transparency of NBN Co's financial performance, and in June 2025 we published NBN Co's first accounting separation report to show important financial metrics for its core (monopoly) and competitive services respectively.

Determining regulatory settings for access to infrastructure

In 2024–25 our regulatory decisions facilitated access to infrastructure in a range of sectors to promote the long-term interests of end users. For instance:

- In December we accepted a [new access undertaking](#) from the Australian Rail Track Corporation (ARTC) for the interstate rail network: the first substantive change to the undertaking since 2008. The undertaking sets the terms that ARTC will offer to freight and passenger rail operators until 2029 for access to rail lines that run between Melbourne, Sydney, Brisbane, Adelaide and Kalgoorlie. It provides an updated regulatory framework and an enhanced platform for engagement between ARTC and its customers; and promotes efficiency in both Australian supply chains and use of the network. More information is available in Appendix 8.
- We made determinations on terms and conditions of access to the [Domestic Transmission Capacity Service](#) and to 3 resale fixed-line services provided by Telstra on its copper customer access network.
- In December 2024 we issued [binding rules of conduct](#) for the Superfast Broadband Access Service (SBAS) supplied by Uniti Group Pty Ltd and its related corporate entities. We took this action in response to retailers' concerns about the viability of commercial access arrangements. This is only the second time the ACCC has issued binding rules of conduct since receiving the power to do so in 2010. The rules mean that retailers can supply broadband over the SBAS on reasonable terms while the [ACCC reviews the existing access determination](#). As a result, households and businesses reliant on fixed-line networks other than the NBN may select from a broader range of internet offers, including more affordable options.
- To support effective retail competition and choice for consumers on alternative fixed-line broadband networks, we made the [Telecommunications \(Infringement Notices\) Guidelines 2024](#). The guidelines inform telecommunications operators of our approach to exercising our powers if there is a failure to comply with the carrier separation rules. We used these powers for the first time in March 2025, [issuing 4 infringement notices to TPG Telecom Limited](#) for alleged noncompliance with its functional separation undertaking. This action resulted in payment of \$75,120 in penalties.

Assessing proposed price increases

The price notification process enables the ACCC to publicly assess proposed price increases for certain services in markets where there is not enough competition. These are markets that may not achieve efficient prices for consumers. The ACCC does not have the power to approve a proposed price increase. Instead, we can decide to object or to not object to a proposed price increase.

In 2024–25 we assessed, consulted upon and decided not to object to a notification of a proposed price increase from [Airservices Australia](#). Airservices Australia had proposed a weighted average 6% price increase across its enroute navigation, terminal navigation and aviation rescue and firefighting services.

On 18 June the ACCC decided not to object to a proposed [price increase by Australia Post](#) of 13.3% for its reserved ordinary letter service. This proposal would increase the price of an ordinary stamp from \$1.50 to \$1.70 from mid-July 2025. In assessing the price notification, we considered the financial sustainability of Australia Post's reserved letter services. In assessing the proposed price increase, we considered evidence that the costs to Australia Post of providing the reserved letter services are greater than the revenue they produce. Our decision followed public consultation in April 2025 on our [preliminary view](#) to not object to Australia Post's proposed stamp price increase.

Advocacy for a fit-for-purpose regulatory regime

We continued to engage with Treasury on the regulation of monopoly infrastructure through the [Competition Review](#). Our [September 2024 submission](#) advocated for updated and more flexible regulatory frameworks to address monopoly pricing and market power, allowing governments to apply more flexible and proportionate regulatory arrangements that best solve the problem with the lowest regulatory burden. In November 2024 the Treasurer announced an agreement between the Commonwealth and each state and territory for a [new national agreement on revitalised competition principles](#) and to deliver a program of reforms over 10 years to benefit all Australians. The new [intergovernmental agreement](#) and revised Competition Principles were published in February. The new principles build on those initially established in 1995 following the [Hilmer Report](#).

Key activity 6.2: Provide industry monitoring reports to government in relation to highly concentrated or emerging markets

About this key activity

We closely inquire into, monitor and report on the markets for goods and services available in markets at risk of being inefficient and not delivering for consumers because they are emerging, highly concentrated or otherwise an area of significant consumer concern. This transparency can help make markets function more effectively and be more competitive. It also puts suppliers in those markets on notice that we are scrutinising their conduct to inform any regulatory or policy responses if issues persist and provides appropriate market signals to enable market participants to make the most efficient consumption and investment decisions.

Outcomes achieved

In addition to the performance measures results and analysis under Table 3.9, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how it contributes to achieving our purpose.

► Highlight

No reward for being loyal – electricity consumers urged to shop around

Our [Inquiry into the National Electricity Market – December 2024 report](#) confirmed that electricity customers who do not switch offers regularly pay a loyalty penalty. Even though the price of electricity fell between 1 August 2023 and 1 August 2024, many households remained on offers priced above the government safety net price (the price consumers are charged if they have never shopped around). Households on offers more than a year old paid \$238 more per year than households on newer offers.

We issued a [media release](#) urging consumers to shop around – or at least to contact their electricity provider to ask about availability of a cheaper plan.

There are mechanisms in place to support customers in finding better deals, such as messages about better offers. However, only 19% of customers were on their retailer's best offer. The report identified further opportunities to improve mechanisms to support customers in switching plans.

Monitoring airports and airlines

Competition and consumer issues in the aviation sector are a key area of focus for the ACCC. We track prices, costs and profits of both the major Australian airports and domestic airlines under direction from the government. In doing so, we publish annual reports on our findings on airports and quarterly reports on domestic airline services.

Our 2023–24 [Airport monitoring report](#) found that Australia's 4 largest airports each reported their highest ever aeronautical revenues. Collectively, they reported a 24.3% increase in aeronautical revenues to \$2.6 billion, despite the airports collectively handling fewer passengers than before the

pandemic. Operating profits from car parking grew for all 4 airports, with each airport reporting operating profit margins above 60%.

Domestic airline passengers faced higher airfares and less choice after Rex suspended operations on its services between metropolitan cities on 31 July 2024. With customers unable to access the extra choice and lower fares offered by Rex, our report [Domestic airline competition in Australia – November 2024](#) found that airfares on all major city routes increased by 13.3% and airline seat numbers fell by 6%.

Airfares stabilised towards the end of 2024 and were lower than 12 months prior, as found in our report [Domestic airline competition in Australia – February 2025](#). However, strong demand for domestic flights saw passenger numbers outstrip seating capacity. In December 2024 Virgin Australia flew 15.8% more domestic passengers than in December 2023, Jetstar flew 11.2% more and Qantas flew 3.2% more. On-time performance stagnated, but airline cancellation rates improved. Rex continued to operate on regional routes while in voluntary administration, as the government guaranteed those regional bookings.

Our report [Domestic airline competition in Australia – May 2025](#) noted that limited domestic competition and strong demand fuelled strong earnings for Qantas and Virgin Australia for the first half of 2024–25. Qantas subsidiary Jetstar Domestic became the sole low-cost carrier in Australia after Tigerair's 2020 exit and the Bonza collapse in April 2024. Virgin Australia increased its share of passengers after Rex withdrew from routes connecting capital cities.

Gas Inquiry

We monitor gas supply arrangements on Australia's east coast, including the availability of and prices for wholesale gas, and the sufficiency of gas over the short and longer terms.

The ACCC's [Gas Inquiry reports](#) in 2024–25 continued to inform government decisions on gas export controls. More broadly, they investigated continuing problems in upstream gas supply and recommended measures to support gas production to ease conditions for consumers and aid orderly transition of the energy market.

In December 2024 the ACCC completed its [review of gas retailer behaviour](#). This review found that retail prices should not be regulated, but there should be greater transparency on gas purchase costs and guidance for retailers on better selling practices. The ACCC will develop this guidance in 2025.

Promoting affordability and consumer outcomes across crucial industries

Given the rising cost of living, our monitoring role, which promotes competition and well-functioning markets, is more important than ever in ensuring affordability and consumer outcomes.

This year the ACCC:

- monitored and reported on prices, costs and profits of domestic [airlines](#) and [airports](#)
- expanded our [broadband reporting](#) from December 2024 to include the real-world speeds and other measures of satellite services, which are relied upon by many consumers in rural and remote areas
- discussed competition and price changes for telecommunications services in Australia in our annual report on the [communications market](#)
- provided advice to the Minister for Communications on the amount of the [Regional Broadband Scheme levy](#) on fixed-line broadband communications carriers
- published reports on [electricity](#) prices faced by customers, including confirming that households on plans over a year old are paying a loyalty penalty (refer to the highlight box above)
- monitored and reported on fuel price movements in locations around the country and let motorists know how to [make the most of fuel price apps and websites](#) to save money on fuel
- recommended measures to support [gas](#) production to ease conditions for consumers and support orderly transition to net zero, including policy changes to ensure well-targeted, least-cost investment in gas
- monitored the prices, costs, and profits of home, contents, strata, and certain commercial [insurance](#) policies before and after the introduction of the cyclone reinsurance pool (refer to key activity 1.3 for further detail)
- communicated information on the state of mobile networks, including changes in mobile infrastructure and coverage, in our annual [Mobile infrastructure report](#)
- disclosed information to increase transparency about the [NBN](#)
- monitored and reported on prices, costs and profits of container stevedores in our [Container stevedoring monitoring report](#)
- issued our annual [Water monitoring report](#) on the rural water sector in the Murray–Darling Basin.

Program 1.2 – Australian Energy Regulator

Analysis of performance

The AER continues to deliver on the strategic objectives outlined in our [Strategic Plan 2020–2025](#). Our key activities and priorities in the joint ACCC and AER Corporate Plan 2024–25 provided the annual work program for us to remain focussed on our objectives while we monitored, adjusted and pivoted the delivery of our business as usual and priority work throughout the year.

In an economic environment where there are growing affordability concerns we continued to deliver outcomes to strengthen protections for consumers. Our critical role in overseeing the wholesale and retail energy markets to ensure market participants operate in compliance with legal and regulatory frameworks remained effective. With change rapidly occurring in the energy environment, particularly in relation to renewable energy, we are also supporting Australian's energy future by working across the regulatory landscape to test and trial new ideas.

The AER's performance against each of our strategic objectives remains strong. Of the 27 reportable results, we achieved or exceeded the target for 19 measures and partially met the target for another 5 measures. There are 3 results across 2 measures where no target is set for the reporting period. All measures, their results, analysis of the results, outcomes achieved, and highlights for the year are provided in this chapter.

Common themes identified in relation to targets partially met include:

- measures where we do not directly deliver the performance metric, but have a large role influencing the results
- subsidies provided by government and steady electricity price levels that reduced the urgency for consumers to change energy plans
- more complex analysis in reporting, pushing timeframes marginally beyond identified deadlines.

We have also assessed our approach to providing regulatory services with reference to the Australian Government's principles of regulatory best practice.

Overall, in 2024–25 the AER was successful in achieving outcomes that will make energy consumers better off, now and in the future.

Validation of results

AER Planning, Monitoring and Evaluation Framework

The AER Planning, Monitoring and Evaluation Framework assists performance measure owners to assess our results against our performance measures. For each performance measure, the framework sets out:

- targets
- methodology for the measurement of results
- assessment scales
- data sources
- the intent and limitations of each measure.

At the end of each reporting period, performance measure owners use the framework to evaluate our performance and incorporate the results into the AER section of the annual performance statement. This input is checked by the Legal, Corporate and Governance Division for accuracy and veracity. Once the results have been cleared, the AER Board approves the draft report.

AER stakeholder surveys

Many of our performance measures are assessed through AER stakeholder surveys, conducted every year by independent market research agencies. The surveys are designed to measure AER's reputation, stakeholder needs and expectations and how AER is meeting certain key performance measures. We invite a broad range of organisations, including network businesses, retailers, generators, ombudsman schemes, state regulators, consumer representatives, government departments, and energy ministers and staff, to participate in the surveys.

Previously, we conducted surveys every 2 years, but we are now conducting them every year so that we have more up-to-date measures of our performance for the reporting period.

We alternate the type of survey we conduct: in one year we use a quantitative survey and in-depth interviews and in the other year we use just a quantitative survey (a 'pulse survey').

For the 2024–25 reporting period, a pulse survey was conducted. SEC Newgate Research was appointed to deliver the survey, including the validation of processes and the assessment of responses. This is the fourth stakeholder survey we have undertaken since changing survey frequency, and it is the second pulse survey.

The AER will consider whether the simplified methodology of the pulse survey, as well as the increased frequency (previous stakeholder surveys were conducted every 2 years), is influencing research findings.

Strategic objective 1: Protect vulnerable consumers while enabling all consumers to participate in electricity and gas markets

About this strategic objective

Energy is an essential service, and consumers have diverse interests and varying levels of capacity to engage in the energy market. We need a sound understanding of these issues to play our part in delivering a secure, reliable and affordable energy future for Australia. This cuts across a number of our core functions as a regulator: making revenue determinations, taking enforcement action, undertaking compliance activities, sharing insights to shape future policy, working with our stakeholders and engaging with consumers.

We want to remove barriers that prevent efficient and effective participation in the energy system. Consumers experiencing vulnerability and people seeking to overcome market-based problems (such as unclear or confusing retail information, the inability to easily compare offers or barriers to switching energy providers) should be able to access new opportunities and participate.

We also recognise that vulnerability is multifaceted. All consumers can move into and out of vulnerability at different points in life or as a result of various factors. In 2024–25 our annual compliance and enforcement priorities included a focus on improving customer access to retailer hardship and payment plan protections. When we see customers not receiving the required protections, we act decisively using all our compliance and enforcement tools.

Our role and key activities

The AER has a key role in enabling consumers to make informed choices about their energy supplier. As such, **consumer protection** is a key activity for the AER reported on in our performance measures (Table 3.10).

Our priorities

The AER's 2024–25 'Execute' priorities under strategic objective 1 were:

- Ensure the Default Market Offer (DMO) protects consumers from unreasonably high prices and enables a competitive retail market.
- Maintain Energy Made Easy (EME) as an effective comparison service for energy consumers.

We also had 5 'Tilt' and 1 'Advocate' priorities under this strategic objective:

- Deliver a consumer strategy which embeds consumer (including First Nations peoples) insights and impacts in our work and decisions.
- Implement the AER's Towards Energy Equity strategy, including by:
 - improving the identification of consumer vulnerability
 - reducing complexity and enhancing accessibility for energy consumers
 - strengthening protections for consumers facing payment difficulty
 - using the consumer voice and lived experience to inform regulatory design and change.
- Review and apply the exemptions framework to ensure it adequately protects energy consumers (such as those within embedded networks).
- Use compliance and enforcement outcomes to improve retailer education and consumer understanding on rights and responsibilities.
- Continue to upgrade EME and work towards it becoming a switching service.
- Develop energy sector wide 'game changer' reforms that deliver a more equitable and efficient sharing of costs and risks of vulnerability across the sector.

Performance measures

Table 3.10: Performance measures for strategic objective 1

Performance measure	2021–22 Result	2022–23 Result	2023–24 Result	2024–25 Target	2024–25 Result	Met?
1.1 AER stakeholders' agreement with the following statements:						
The AER supports and protects energy consumers, particularly those in vulnerable circumstances.	78%	75%	63%	Maintained or improved compared to previous year	69%	✓
The AER demonstrates a sound knowledge and understanding of energy consumers.	55%	71%	48%	Maintained or improved compared to previous year	60%	✓
Method: Proportion of AER Stakeholder Survey responses of 7 or higher in response to questions about the AER protecting vulnerable energy consumers and understanding the needs of energy consumers						
1.2 Customers experiencing payment difficulty are identified early and provided with appropriate supports	39.5%	39.3%	37.8%	Maintained or improved compared to previous year	38.8%	✓
Method: Analysis of retail performance reporting data held by the AER to calculate the proportion of payment plans completed						
1.3 (a) Number of plan searches conducted on the Energy Made Easy (EME) website	970,000+	1,192,000+	1,444,000+	Improved compared to previous year	1,259,000+	○
(b) Number of people who switched providers after completing a search on EME#	61,000+	62,000+	154,000+		181,000+	✓

	2021–22	2022–23	2023–24	2024–25		
Performance measure	Result	Result	Result	Target	Result	Met?
Method: (a) analysis of website data held by AER; (b) analysis of Australian Energy Market Operator data						
1.4 New and amended retailer hardship policies assessed within 12 weeks of AER receiving all relevant information*	100%	100%	100%	100%	90%	
Method: Analysis of AER records						

Measure 1.3(b) identifies only people who switched using the National Meter Identifier search function on EME. The total number of consumers who switched providers after completing a search on EME is likely to be higher, as this figure does not include those who switched after using the Quick Compare or Manual Bill Entry methods.

* 12-week service standard may not be met for complex policies.

Analysis of results

1.1 AER stakeholders' agreement with the following statements:

- (a) The AER supports and protects energy consumers, particularly those in vulnerable circumstances
- (b) The AER demonstrates a sound knowledge and understanding of energy consumers

The results of the AER Stakeholder Survey indicate an improvement in stakeholders who agree that the AER demonstrates a sound knowledge of and understanding of energy consumers. For example, the results indicate an increase in stakeholders who agree that the AER supports and protect energy consumers, particularly those in vulnerable circumstances, with just over two-thirds giving a high rating of 7 or more out of 10, resulting in a score of 69%, an improvement from 63% in the 2023–24 results.

Further, there was an increase in stakeholders who agreed that the AER demonstrates a sound knowledge and understanding of energy consumers, with 60% of stakeholders giving a high rating of 7 or more out of 10, an increase from 2023–24 where only 48% of stakeholders provided a high rating.

This year we continued our efforts on our consumer strategy, which aims to further embed consumer insights in our work and decisions including during our payment difficulty review consultation and the review of our consumer panels. This engagement has led to an improvement in stakeholder views measured through the stakeholder survey.

1.2 Customers experiencing payment difficulty are identified early and provided with appropriate support

We actively monitor and report on several key metrics in our [quarterly retail performance updates](#) and [annual retail markets report](#) to assess retailers' actions and supports for those customers experiencing payment difficulty, providing transparency for consumers and policy makers.

In August 2024 we published our final [Retail performance reporting procedures and guidelines](#) that came into effect on 1 July 2025, providing more nuanced data to further monitor and assess how retailers support their customers who are accumulating energy bill debt and are experiencing ongoing challenges meeting their repayments.

During 2024–25 we undertook a [Review of payment difficulty frameworks in the national energy customer framework](#). This review identified 13 opportunities to improve outcomes for customers experiencing payment difficulties which should help improve this performance metric. This is discussed further below.

1.3 (a) Number of plan searches conducted on the EME website

Factors that impact reduced searches include:

- a reduced urgency for customers to look for cheaper plans due to:
 - subsidies by state and federal governments
 - electricity prices that have stayed at similar price levels or reduced (the DMO is an authoritative reference point in this regard)
- the AER shares energy plan information via the Consumer Data Right (CDR) framework, enhancing transparency and empowering consumers to make informed decisions. Improvements in this service have seen a large increase in its usage in 2024–25.

Search volumes in the first few months of 2023–24 were historically high, likely due to large increases in electricity prices compared to the previous year. The number of searches conducted during the second half of 2024–25 was 11% higher than the same period in 2023–24.

(b) Number of people who switched providers after completing a search on EME

This performance measure identifies people who switched providers using the National Meter Identifier search function on EME. The total number of consumers who switched providers after completing a search on EME is likely to be higher, as this figure does not include those who switched after using the Quick Compare or Manual Bill Entry methods.

Despite the decrease in website searches, the number of people who switched providers increased. This suggests that consumers performing a search on EME were more likely to find a plan that met their needs and were able to successfully switch after contacting a retailer.

1.4 New and amended retailer hardship policies assessed within 12 weeks of AER receiving all relevant information

The AER approved 10 retailer hardship policies in 2024–25, 9 of which were assessed within 12 weeks of receiving all relevant information. The assessment of the tenth policy was completed within the 3-month (average 91 days) timeframe stipulated in the National Energy Retail Rules but 1 day beyond the 12-week (84 days) timeframe outlined in the performance measure.

Outcomes achieved

In addition to the performance measure results and analysis under Table 3.10, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how this contributes to achieving our purpose.

Setting the electricity price safety net

The DMO is the maximum price (or ‘price cap’) that a retailer can charge a standing offer customer in New South Wales (NSW), South Australia (SA) and south-east Queensland (SE Qld) each year. The DMO protects consumers from unjustifiably high prices, allows retailers to recover costs, and incentivises competition. Further information on the DMO can be found on our [website](#).

In 2024–25 the AER’s sixth DMO determination (DMO6) was in effect.

The AER began to develop DMO7 in mid-2024 and published its final determination on 26 May 2025.

In setting the DMO7 price, we consulted extensively with stakeholders via a consultation paper, draft determination, retailer workshops and one-on-one meetings.

We also issued information notices and carefully scrutinised reported margins and operating costs incurred by retailers selling to 99% of customers in DMO regions.

We took into account current economic conditions and decided not to include a competition allowance in the DMO price in light of cost of living pressures and ongoing economic uncertainty.

DMO7 will be in effect for 2025–26. Under DMO7, from 1 July 2025 the following changes apply to customers on standing offers:

- In SE Qld, the price for residential customers without controlled load is \$2,143, which is an increase of 3.7%. For customers with controlled load, the price is \$2,425, which is a 0.5% increase from DMO6.
- In SA, the price for residential customers without controlled load is \$2,301 – an increase of 3.2% since DMO6. For those with controlled load, a price of \$2,824 will apply. This is a 2.3% increase.
- In NSW, the price for residential customers without controlled load is \$1,965 to \$2,741, depending on their distribution network region. The price will therefore be an increase of 8.5% to 9.1% from DMO6. Customers with controlled load will see prices of \$2,717 to \$3,211, amounting to increases of 8.3% to 9.7%.
- For small business customers, prices will be between \$4,294 and \$6,222, depending on their region. Compared to DMO6, these prices represent a 0.8% to 8.5% increase.

Creating energy equity in a transitioning energy sector

The AER has continued to deliver on our Towards Energy Equity strategy.

In March 2025 the AER published for public consultation the draft guidelines in our review of the exemption frameworks for embedded networks. The decision document accompanying the draft guidelines sets out the AER's consideration of policy options. It advocates for jurisdictional governments to address consumer protection gaps that are outside the scope of the AER's regulatory powers. These include retailer of last resort protections and price protections for some embedded network customers.

In June 2025 the AER conducted an additional round of targeted consultation on 2 further proposed retail guideline conditions suggested by stakeholders that had not been publicly consulted on to date. The final guidelines, which will consider stakeholder submissions to the draft guidelines and the additional consultation, are expected to be released in the 2025–26 financial year.

In May 2025 we published the findings from the [Review of payment difficulty protections in the National Energy Customer Framework](#). The review found that existing protections are not fit for purpose and identified 13 opportunities to improve the framework to strengthen protections for customers experiencing payment difficulty while reducing regulatory complexity. We are already progressing the recommendation to increase the minimum disconnection amount, with a draft decision published for consultation in May and a final decision expected in 2025. Increasing the minimum disconnection amount will strengthen minimum disconnection protections for all customers and help to better ensure that disconnection is truly a last resort.

We are also working with jurisdictions to progress opportunities that require changes to the law, regulations, and rules, as part of more holistic reforms to enhance consumer protections. Following direction from energy ministers to assess options for modernising our consumer protection regimes, the Australian Government Department of Climate Change, Energy, the Environment and Water is considering the recommendations from several AER reviews in its [Better Energy Customer Experiences](#) reform program. This includes:

- recommendations from our game changer initiative
- review of consumer protections for future energy services

- review of the AER exemption framework for embedded networks
- review of payment difficulty protections in the National Energy Customer Framework.

One of our game changer recommendations has already been progressed through a change to the National Energy Retail Rules, following a rule change proposal from energy ministers in August 2024 and an Australian Energy Market Commission final determination on 19 June 2025. This rule change will reduce energy costs for hardship customers by requiring that retailers put hardship customers on a better offer if available or to provide a financial benefit equivalent to the amount the customer would have saved if they had been on the better offer. The new protection will come into effect on 30 December 2026.

Supporting consumers to understand and engage in the market

The AER's Better Bills Guideline ensures that energy bills are easy for residential and small business customers to understand and act on. Further information on the Better Bills Guideline can be found on our [website](#).

The AER undertook a review of retailers' compliance with our Better Bills Guideline and, on 1 October 2024, we issued a letter to retailers outlining findings and expectations for compliance. Educating retailers on compliance should make it easier for small customers to understand billing information as retailers respond to the AER's expectations for compliance with the Better Bills Guideline outlined in our letter.

The AER also partnered with the Behavioural Economics Team of the Australian Government (BETA) to conduct evaluation research on the effectiveness of the Better Bills Guideline. Specifically, the evaluation research aimed to understand the impact of the guideline on consumers' comprehension of bill content and their confidence in engaging in the energy market.

The [findings of this research](#) were published by BETA in August 2025. The research has shown that the guideline has led to increased consumer engagement in the energy market, including by supporting consumers who may not otherwise have compared plans on EME.

BETA's analysis shows that a larger proportion of people compared plans on EME after seeing it mentioned on their bill (23%) compared with before guideline implementation (7%). More than 60% of people visiting EME after seeing it mentioned on their bill had not previously switched retailers. The research has also found that consumers find it easier to compare their current plan to others on the market and to find their plan details (including their National Metering Identifier, which can be used to compare plans on EME).

In its *Inquiry into the National Electricity Market report – December 2024*, the ACCC noted that the introduction of the better offer message likely contributed to results showing that more customers are paying less than the default offer.

In May 2025 the AER made a decision under section 37 of our Better Bills Guideline to require retailers that reuse plan names to provide additional information below any better offer message on bills alerting customers to a cheaper plan. The decision to require this information aims to address customer confusion that may result from some retailers creating newer versions of existing plans with the same name. The AER will continue to consider the retailer practice of reusing plan names and options to address this as part of our [upcoming reviews](#) of the Better Bills Guideline and Retail Pricing Information Guidelines.

Hardship policy approvals

Each energy retailer must develop and maintain a hardship policy that sets out how the retailer will identify and support residential customers experiencing payment difficulties due to hardship. The

AER approves new and varied retailer hardship policies and monitors compliance with approved hardship policies.

This year the AER approved 10 retailer hardship policies. This includes AGL's policy, which was proactively reviewed following the approval of Origin Energy's updated policy in 2023–24. Together, these retailers service approximately 48% and 60% of residential electricity and gas customers, respectively.

Our hardship policy review process continued to focus on improving the quality of policies in line with the AER's evolving view of good practice. This includes ensuring that customers who have outstanding debts when leaving a retailer's hardship program because they are transferring to another retailer, or no longer require energy supply from the retailer, have access to an arrangement for the repayment of that debt that is consistent with the retailer's hardship policy. The AER is also ensuring that policies clearly outline an appropriate process the retailer will follow to contact customers when they miss a payment plan instalment. In updating their hardship policies, the AER continues to expect retailers to be guided by recently approved policies and legislative requirements.

Following separate investigations relating to compliance with hardship obligations, the AER accepted court enforceable undertakings from [M2 Energy Pty Ltd](#), trading as Dodo Power & Gas, and [Red Energy](#), which, among other things, require these retailers to review and update their hardship policies to address identified deficiencies.

► Highlight

Supporting consumers experiencing family violence

In February 2025 the AER published updated [Guidance on the family violence protections in the Retail Rules for Energy Retailers](#). It replaces our previous interim guidance note published in April 2023, providing more detailed compliance expectations informed by the AER's experience, engagement with family violence experts and other regulatory bodies' engagement with victim survivors.

On 19 May 2025 Catherine Fitzpatrick published her [Designed to disrupt: safety by design for essential services](#) discussion paper (Design to Disrupt paper). Safety by design is a framework for proactively preventing harm through the design and delivery of services. The Essential Services Commission of Victoria established a [safety by design partnership](#) in May 2024 to help energy and water businesses prevent essential services from being weaponised against customers experiencing family violence.

The Designed to Disrupt paper found that family violence perpetrators exploit essential services to cause harm and that many of the risks faced by victim-survivors could be avoided by changing how products, services and processes are designed. It also found the energy sector to be the least mature in our collective response to domestic and financial abuse compared with water, banking and general insurance.

On 22 May 2025 we published our [Strategy to support a safer energy market for customers affected by family violence](#) along with an open letter from the AER Chair to the energy sector calling on industry to make its services safer for customers affected by family violence. Our strategy identifies 3 priorities for the AER to support a whole-of-sector response to prevent the weaponisation of energy debt and misuse of energy accounts by perpetrators of family violence and financial abuse:

- building organisational awareness and capability within the AER by ensuring our staff have the information, skills, resources and support needed to promote safety in their work and within the AER
- supporting a regulatory framework that enables safety by design by monitoring, enforcing and reviewing obligations that protect customers affected by family violence
- encouraging regulated entities to prioritise safety in their businesses by supporting innovation that promotes safety for customers affected by family violence.

These priorities and objectives reflect what we have learned through our work in this space so far, including as a member of the advisory group for the safety by design partnership. We expect our strategy to evolve over time as we continue to learn more about how we can best ensure the energy market is safe for customers affected by family violence. We will continue to closely monitor and enforce retailers' compliance with their obligations under the family violence rules and encourage industry collaboration to identify, share and reflect on lessons learned to develop better practices in the energy sector.

► Highlight

Overcharging of Centrepay customers

In 2024–25 the AER continued to take important action on energy retailers' treatment of customers who are using Centrepay. Centrepay is a bill paying service, administered by Services Australia, through which people can elect to arrange regular deductions from their Centrelink payment for essential goods and services.

In December 2022 the AER commenced proceedings against AGL Retail Energy Limited and 3 other subsidiaries of AGL Energy Limited (together, AGL). The AER alleged that AGL had failed to notify and refund customers for overcharges obtained from Centrepay payments. In December 2024 the Federal Court found that AGL breached the Retail Rules on 16,156 occasions by overcharging 483 Centrepay customers between December 2016 and November 2021 and failing to notify and refund these customers within required timeframes. The affected customers had used Centrepay to pay their energy bills but had stopped receiving services from AGL at the time of the alleged conduct. The Federal Court ordered AGL to pay penalties totalling \$25 million.

On 7 February 2025 AGL appealed the orders made by the Federal Court, comprising the penalties and other orders for compliance systems and programs. The AER filed a notice of cross-appeal and notice of contention in response to AGL's appeal. The matters raised in the AER's notices are technical in nature and intended to address potential findings and orders. We are awaiting a date for the appeal hearing. The AER did not appeal the \$25 million penalty.

The AER is also continuing to examine additional referrals and reports it has received about other retailers who allegedly continued to obtain deductions from Centrepay payments for inactive customers.

Strategic objective 2: Effectively regulate competitive electricity and gas markets primarily through monitoring and reporting, and enforcement and compliance

About this strategic objective

The rules underpinning Australia's energy markets rely on market participants having the discretion to decide how to meet their customer's needs, undertake day-to-day operations and make investment decisions based on the risks and opportunities they face.

This is premised on the principle that competitive market-based arrangements can be adaptive and provide an opportunity to achieve market efficiency, compared with alternatives, and therefore best serve the long-term interests of consumers. Within this competitive framework, if businesses do not comply with the rules, harms can occur not only directly to consumers but also indirectly through reduced effective competition.

The AER continues to strengthen its compliance and enforcement program, supported by well-targeted intelligence systems, to address conduct that undermines market operations and erodes consumer confidence in energy markets. We play a pivotal role by independently reporting on the outcomes across the supply chain, and our surveillance activities examine transactions and behaviour to identify design anomalies and ensure all market participants meet their obligations.

Our market surveillance expertise makes us well placed to assist policymakers with ongoing reforms in both the electricity and gas sectors.

Our role and key activities

The AER regulates retail electricity and gas markets in jurisdictions that have commenced the Retail Law and monitoring, as well as investigating and enforcing compliance with national energy legislation and rules in the wholesale electricity and gas markets. As such, **retail market regulation** and **wholesale energy market regulation** are key activities for the AER reported on in our performance measures (Table 3.11).

Our priorities

The AER's 2024–25 'Execute' priorities under strategic objective 2 were:

- produce targeted and insightful market performance reports
- deliver market monitoring/surveillance activities including ad hoc analytics and insights
- undertake compliance and enforcement activities to minimise the risk of consumer harm and/or market detriment
- further develop and refine the AER's risk-based model for prioritising compliance and enforcement work and for assessing non-compliance
- oversee the dispute resolution framework efficiently and effectively
- facilitate entry of high-quality and resilient market participants, and minimise consumer disruptions if a retailer exits.

We also had 4 'Tilt' and 1 'Advocate' priorities under this strategic objective:

- Enhance the AER's market performance reporting frameworks by:
 - continuously improving the AER's performance reporting suite to respond to the needs of our audience, consumers, and changing market dynamics
 - working with other bodies to ensure reporting is well informed and, where possible, complementary.
- Continue to develop our analysis of competitive positions of different classes of generators by extending on findings and analytical techniques in our Wholesale Electricity Market Performance Reports.
- Enhance market monitoring/surveillance capabilities so that they provide both retrospective and proactive insights into market dynamics, participant behaviour and market outcomes including by:
 - enhancing our data management and analytical capabilities and processes
 - building capability to examine additional dimensions of the electricity, gas and related markets as they evolve – e.g. contract markets, competition and efficiency in gas markets, competition in system security markets.
- Respond to new responsibilities, by building new reporting, analytical and compliance capability.
- Use learnings from market monitoring and surveillance as well as compliance and enforcement to advocate for improvements to the regulatory framework.

Performance measures

Table 3.11: Performance measures for strategic objective 2

Performance measure	2021–22	2022–23	2023–24	2024–25		Met?
	Result	Result	Result	Target	Result	
2.1 Proportion of all market reports published within agreed/statutory timeframes	76%	98%	100%	100%	77%	
Method: Analysis of AER records in relation to reports on: Weekly Wholesale Markets, Quarterly Retail & Wholesale Market Performance, Annual Retail Markets, Annual Retail Compliance, Annual State of the Energy Market, Biennial Wholesale Electricity Market, High Price Events						
2.2 The AER's market performance reports are useful to stakeholders	71%	81%	72%	Maintained or improved compared to previous year	70%	
Method: Proportion of AER Stakeholder Survey responses of 7 or higher in response to questions about:						
■ producing reports that are clear and easy to understand ■ the usefulness of its information about wholesale market activity ■ the usefulness of its reporting on the performance of retail energy markets						
2.3 Work delivered against AER compliance and enforcement priorities	67% (all priorities) 27% (market-related)	68% (all priorities) 34% (market-related)	64% (all priorities) 24% (market-related)	No target*	67% (all priorities) 33% (market-related)	
Method: Percentage of work undertaken in accordance with AER compliance and enforcement priorities: audits undertaken; audit results published; reviews, forums and workshops undertaken; compliance programs published; enforcement outcomes announced; general guidance issued						
2.4 Stakeholder awareness of the AER's current compliance and enforcement priorities	90%	87%	94%	Maintained or improved compared to previous year	91%	
Method: Proportion of AER Stakeholder Survey responses of 7 or higher in response to an awareness question about the AER's compliance and enforcement priorities						
2.5 Retail authorisation and exemptions	71% (authorisations)	100% (authorisations)	75% (authorisations)	100% (authorisations and exemptions)	100% (authorisations)	
applications to sell energy assessed within 16 weeks of receiving all relevant information [#]	80% (exemptions)	100% (exemptions)	89% (exemptions)		100% (exemptions)	
Method: Analysis of AER records						

* While we monitor our focus on stated priorities, the AER must enforce all regulatory requirements. It would be inappropriate for the AER to maintain singular focus on our priority work areas. In addition to our stated priorities, we continue to act where there are serious issues impacting vulnerable consumers or to help shape new or emerging markets. We also progress important ongoing work in areas that were identified as priority areas in the previous year(s). Annual targets are not appropriate and have the potential to drive perverse outcomes.

[#] 16-week service standard may not be met for complex applications with greater due diligence requirements.

Analysis of results

2.1 Proportion of all market reports published within agreed/statutory timeframes

The AER delivered a majority of our market reporting within the required statutory reporting timeframes in 2024–25. More detailed analysis and time to incorporate recent data extended the delivery of our biennial *Wholesale electricity market performance report* and the *Annual retail markets report*.

2.3 Work delivered against AER compliance and enforcement priorities

We prioritise our compliance and enforcement work to ensure that our effort and resources are focused on areas of greatest importance and impact. Since 2019–20 we have published annual compliance and enforcement priorities and a subsequent report on actions undertaken during the period. The [Annual compliance and enforcement report for 2024–25](#) was published on our website in July.

2.5 Retail authorisation and exemptions applications to sell energy assessed within 16 weeks of receiving all relevant information

The AER has a responsibility to protect customers under the Retail Law and requires any entity selling energy to customers to hold a retailer authorisation or have an exemption. Meeting our targets for timely retailer authorisations and exemptions also supports competition in, and new entrants to, energy retail markets as well as minimising disruptions for consumers.

In 2024–25 the AER granted 2 retailer authorisations and 3 retail exemptions. The 3 retail exemptions related to the sale of energy to commercial customers within shopping centres in NSW.

Stakeholder survey results

2.2 The AER's market performance reports are useful to stakeholders

2.4 Stakeholder awareness of the AER's current compliance and enforcement priorities

While there was a slight decrease in survey result outcomes related to usefulness of market performance reports and awareness of compliance and enforcement priorities, both results remain high with:

- 70% of stakeholders saying they find the market performance reports useful, down from 72% in 2023–24 and 81% in 2022–23
- 91% of stakeholders gave a high rating of 7 or more out of 10 when asked about awareness of the AER's compliance and enforcement priorities, compared to 94% in 2023–24.

Outcomes achieved

In addition to the performance measure results and analysis under Table 3.11, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how this contributes to achieving our purpose.

Gas market transparency reforms

Since commencing in 2023, enhanced participant reporting obligations to the East Coast Gas Bulletin Board have provided increased transparency through disclosure of prices used to determine gas field reserves, the price of selling gas under short-term contracts, and spot cargo prices for liquid natural gas (LNG) exports.

The AER has prioritised compliance with these new reporting requirements since their inception. We have engaged directly with gas market participants on potential noncompliance and provided guidance on rule interpretation and how to report. We have previously published observations on compliance and market performance and have made recommendations on future pathways to improve both compliance and the value of reported information to the East Coast Gas Market.

On 15 April 2025 the AER published its [second gas reserve price assumptions report](#), which provides high-level analysis on prices used to establish gas field reserve estimates. It is an important aspect of the AER's role in ensuring that gas field owners are complying with requirements to report accurately and on the basis of credible price assumptions.

Over the 2 years since inception of the gas transparency reporting requirements, we have observed improved levels of compliance in most areas assessed, with some ongoing challenges with the accuracy and completeness of reporting for short-term commodity transactions. As a result, reporting of short-term commodity contracts has become a key focus area. We concluded an in-depth review of short-term transaction swaps in June 2024, including developing tools to detect unreported swaps or errors in reported swaps. We intend to publish compliance guidance on short-term transaction reporting in mid-2025.

The AER concluded its form of regulation review of the South West Queensland Pipeline (SWQP), publishing the final decision not to make a scheme pipeline determination for the SWQP in December 2024. The AER considered that non-scheme regulation was the most appropriate form of regulation for the current time, as the benefits of scheme regulation currently do not appear to outweigh the potential costs. The AER noted that recently introduced improvements to the non-scheme regulatory regime may improve shippers' ability to negotiate access to the SWQP. The AER expressed its intention to closely monitor APA's behaviour and the terms and conditions of access to the SWQP through the non-scheme regulatory regime and its monitoring and reporting powers under sections 63A and 63B of the National Gas Law.

Three wholesale market special reports were published: *Wholesale gas market focus report – day ahead auction* (October 2024), *Wholesale gas market focus report – gas supply hub* (December 2024) and *Wholesale gas market focus report – downstream spot markets* (May 2025).

Performance reporting

The new [Retail performance reporting guideline](#) was published on 28 August 2024. The AER continues to produce targeted and insightful market [performance reports](#) and publish them on our website.

Between 1 July 2024 and 30 June 2025, the AER published 26 performance reports on our website, continuing to deliver on our legislative obligations while building knowledge and conveying trust and transparency in Australia's energy system.

Reports published include:

- *Wholesale markets quarterly report – Q2 2024* (24 July 2024), *Q3 2024* (18 October 2024), *Q4 2024* (31 January 2024) and *Q1 2025* (7 May 2025)
- *2024 Electricity and gas and electricity networks performance report* (September 2024)
- *State of the energy market 2024* (November 2024)
- *Annual retail markets report* (December 2024)
- *Retail energy market performance update for Quarter 2, 2023–24*
- *Retail energy market performance update for Quarter 3, 2023–24*
- *Wholesale electricity market performance report 2024* (December 2024)

- *Insights into Australia's growing two-way energy system – export services network performance report 2024* (December 2024)
- *Gas pipeline monitoring and transparency report 2025* (March 2024)
- *Wholesale gas reserves price assumption report 2025* (April 2025).

The AER published 2 Significant Price Variation reports related to the wholesale gas markets:

- in August 2024, a report on high daily ancillary payments in the Victorian gas market that occurred in June 2024
- in March 2025, a report on high market operator service payments in the Sydney Short Term Trading Markets that occurred in November and December 2024.

These reports presented the outcome of our investigations into the circumstances surrounding the significant price variations.

The AER published 4 significant price reports in electricity markets:

- in May 2025, a report on Q1 (January–March 2025) prices above \$5,000/MWh occurring on 11 separate occasions
- in February 2025, a report on Q4 (October–December 2024) prices above \$5,000/MWh occurring on 23 separate occasions
- in November 2024, a report on Q3 (July–September 2024) prices above \$5,000/MWh occurring on 54 separate occasions
- in July 2024, a report on Q2 (April–June 2024) prices above \$5,000/MWh occurring on 19 separate occasions.

These reports presented the outcome of our investigations of the circumstances surrounding the significant prices. They included information on the drivers of the high prices and, where identified, participant behaviour that may not have been in the long-term interest of consumers.

Compliance and enforcement activities

In 2024–25 the AER achieved the following compliance and enforcement outcomes, amongst others:

- In October 2024 the AER received payment of \$135,600 for 2 infringement notices issued to Locality Planning Energy Pty Ltd for allegedly owning embedded networks without the required registration or exemptions as required by the National Electricity Law.
- In October 2024 the AER received payment of \$135,600 for 2 infringement notices issued to Origin Energy Electricity Ltd for alleged breaches of the National Energy Retail Rules (Retail Rules) by failing to notify 2 of its customers within 10 business days that it had overcharged them.
- In December 2024 the Federal Court ordered AGL Retail Energy Limited and 3 other subsidiaries of AGL to pay penalties totalling \$25 million for failing to notify and refund customers under the Retail Rules for overcharges obtained from Centrepay customers and ordered AGL establish and implement a compliance program and maintain it for 3 years. In February 2025 AGL appealed the orders made and the AER filed a notice of contention and notice of cross-appeal on liability. We are awaiting a date for the appeal hearing.
- In December 2024 the Federal Court ordered Origin subsidiaries to pay penalties totalling \$12 million following admissions that Origin failed to comply with its life support obligations under the National Energy Retail Law (Retail Law) and the Retail Rules, breaching the Retail Rules on more than 5,000 occasions.
- In February 2025 the Federal Court ordered Callide Power Trading Pty Ltd (Callide Power Trading) to [pay penalties totalling \\$9 million](#) for alleged failures to comply with its performance standards for the Callide C power station under the National Electricity Rules.

- In April 2025 the AER received payment of \$474,600 for 7 infringement notices issued to Red Energy Pty Ltd for allegedly removing hardship and payment plan protections from consumers when they moved house. The AER also accepted an enforceable undertaking that included admissions to the alleged breaches of the Retail Law and a commitment from Red Energy to resubmit its customer hardship policy to the AER and conduct an independent review of its processes to ensure ongoing compliance.
- In April 2025 the AER received payment of \$406,800 for 6 infringement notices issued to M2 Energy Pty Ltd, trading as Dodo Power and Gas, for alleged breaches of the Retail Rules that protect consumers experiencing hardship and payment difficulties.
- In April 2025 the Federal Court ordered Jemena subsidiaries to [pay penalties totalling \\$5.5 million](#) for failures to determine accurate auction quantity limits to the Australian Energy Market Operator (AEMO) for 4 gas pipelines in accordance with the procedures developed by AEMO and the Part 24 information standard under the National Gas Rules.
- In May 2025 the AER received payment of \$474,600 for 7 infringement notices issued to Red Energy Pty Ltd (Red Energy) and accepted a court enforceable undertaking for alleged breaches of the hardship and payment plan obligations in the Retail Law.
- In May 2025 the AER received payment of \$542,400 for 8 infringement notices issued to Powershop Australia Pty Ltd for alleged breaches of its life support obligations under the Retail Rules.
- The AER continued proceedings in the Federal Court against CAM Engineering and Construction Pty Ltd for failing to become a member of the Energy and Water Ombudsman NSW scheme as required by the Retail Law. A penalty hearing was held in June 2025 and judgment was reserved.
- The AER published [4 guidance notes](#) to help participants understand their obligations under the Retailer Reliability Obligation.
- The AER updated its [Semi-Scheduled Generator \(SSG\) Compliance Bulletin and Checklist](#) to reflect necessary changes following AEMO's enablement of bid energy 'max avail' for SSGs, as well as the AER's expectations around the use of self-forecasting by SSGs that choose to submit self-forecasts to AEMO for use in the dispatch process.

Wholesale Energy Market Dispute Resolution Adviser procurement

The AER appointed Resolution Institute as Wholesale Energy Market Dispute Resolution Adviser (WEMDRA) from 1 July 2025, following a comprehensive approach to market (open tender) process.

The WEMDRA facilitates the resolution of disputes between energy market participants and between energy market participants and AEMO, under the National Electricity Rules and National Gas Rules. The framework aims to facilitate simple, quick and inexpensive resolution of disputes to preserve the relationships between the parties and reduce the need for formal legal representation or the use of legal procedures.

The AER wishes to acknowledge Ms Shirli Kirschner of Resolve Advisers, whose tenure as the WEMDRA ended on 30 June 2025. Ms Kirschner played an instrumental role in establishing the dispute resolution framework for the National Electricity Market and served as the WEMDRA for over 20 years. The AER thanks Ms Kirschner for her invaluable contribution to the effective and efficient operation of Australia's gas and electricity markets over such a lengthy period.

► Highlight

Biennial Wholesale electricity market performance report

In December 2024 the AER published the [fourth biennial review of the wholesale electricity market](#). The report provided a comprehensive picture of the state of wholesale competition and presented detailed analysis of how the performance of the National Electricity Market has changed over the past 5 years, with a particular focus on outcomes since our last report in 2022.

Through the AER's analysis of market performance, key considerations for policymakers were identified to support a smooth transition to a low emissions electricity system and a future market that delivers efficient outcomes. It also outlined key considerations to manage volatility and incentivise investment in Australia's wholesale electricity market.

For the 2024 report the AER used its new contract market monitoring powers to examine market dynamics in a South Australia, where over 70% of its electricity is from renewable generation. The South Australian experience offers valuable lessons for the National Electricity Market's transition.

The 2024 report provided important analysis and recommendations for the Australian Government's review of future market settings.

Strategic objective 3: Deliver efficient regulation of monopoly electricity and gas infrastructure while incentivising networks to become platforms for energy services

About this strategic objective

Australia's energy system is rapidly changing and, with the transition to net zero emissions, these changes are affecting the way energy networks are used.

At an electricity distribution level, technological developments and consumer preferences are leading us away from a supply-side oriented system to one that needs to support 2-way flows of electricity; and away from centralised generation to distributed generation. For electricity transmission, the move towards more regionally dispersed variable renewable generation means there is an immediate need for significant transmission investment to connect the National Electricity Market (NEM). For gas networks, governments' policies around electrification and the uncertainty around the delivery of renewable gas at scale have raised questions about the future of gas distribution and transmission networks over the next decade. These issues, if not managed carefully, may add significantly to energy network costs and therefore consumer bills.

As the economic regulator of energy networks in all states and territories except Western Australia, we play an important role in the energy transition. We regulate 30 gas and electricity network businesses with a combined asset base of over \$130 billion. Our primary role is in setting the maximum revenue that network businesses can recover from users of their networks. Importantly, we aim to ensure consumers pay no more than necessary for safe and reliable energy.

The AER also develops key aspects of the regulatory framework (including schemes, guidelines and models) and reviews them regularly to keep them relevant. We ensure revenue determinations reflect consumer preferences while at the same time preparing the regulatory framework for new types of expenditures to manage the impact of the energy transition on networks.

Our role and key activities

Energy networks regulation is a key activity of the AER due to its role in regulating electricity networks and natural gas pipelines and this is reported on in our performance measures (Table 3.12).

Our priorities

The AER's 2024–25 priorities under strategic objective 3 were:

- deliver and improve revenue and price controls and Integrated System Plan contingent project assessments by:
 - focusing on high impact actions that matter most to consumers
 - incentivising network businesses to deliver high-quality proposals that promote consumer interests
 - streamlining our assessment approaches
- contribute to effective energy system planning by undertaking transparency reviews of the Integrated System Plan
- deliver useful and relevant network performance reporting that enables:
 - stakeholders to be better informed and participate more effectively in debate on energy reforms as the energy market transitions
 - continuous improvement of the regulatory framework for networks
- undertake network-related compliance and enforcement activities
- support contestable markets by monitoring, and further developing, the electricity transmission and distribution ring-fencing guidelines.

We also had 5 'Tilt' and 2 'Advocate' priorities under this strategic objective:

- further refine and improve our network data, annual pricing process, review the market impact component of the service performance incentive scheme for transmission, and undertake foundational work for the rate of return instrument in anticipation of the next review
- provide clear guidance to industry and the community on how social licence from communities for energy infrastructure projects is considered in our regulatory decision-making
- review the value of customer reliability and the value of high impact low probability events to support appropriate levels of expenditure
- refine and develop regulatory frameworks that support efficient large transmission investments and the development of renewable energy zones
- oversee the role of gas networks in supporting the energy transition by:
 - delivering our increased role overseeing regulated and unregulated gas assets
 - recognising the important role of gas in the energy transition over the next decade, while minimising any adverse impacts on consumers from changes in gas consumption toward 2050.
- advocate for more efficient network investment and deployment of consumer energy resources and ensure that benefits are passed to consumers
- advocate for the establishment of policy frameworks that deal with the potential winding down of gas networks.

Performance measures

Table 3.12: Performance measures for strategic objective 3

Performance measure	2021–22	2022–23	2023–24	2024–25	Met?
	Result	Result	Result	Target	Result
3.1 The AER promotes efficient investment in, operation and use of energy services for the long-term interests of consumers	66%	69%	52%	Maintained or improved compared to the previous year	60% 
Method: Proportion of AER Stakeholder Survey responses of 7 or higher in response to the question about AER promoting efficient investment in energy services					
3.2 Revenue reset determinations for electricity networks and gas pipelines completed within statutory timeframes	100%	100%	100%	100%	100% 
Method: Percentage of resets completed within statutory timeframes					
3.3 Customers with a retailer exposed to cost reflective network tariff [#]	16%	26%	31%	Maintained or improved compared to the previous year	37%* 
Method: Analysis of the proportion of residential customers on cost reflective network tariffs using a weighted average calculated with data sourced from 2024 Distribution Network Service Provider Annual Regulatory Information Notices and rounded to the nearest whole number; verified by 13 out of the 14 Distribution Network Service Providers in the National Electricity Market.					
3.4 The AER undertakes efficient regulation of network businesses by focusing on high impact actions that matter to consumers	60%	73%	54%	Maintained or improved compared to the previous year	54% 
Method: Proportion of AER Stakeholder Survey responses of 7 or higher in response to the question about AER efficiently regulating networks by focusing on high-impact actions					
3.5 The AER encourages the evolution of the regulatory framework to provide network customers with the services that they value at efficient prices	55%	61%	43%	Maintained or improved compared to the previous year	47% 
Method: Proportion of AER Stakeholder Survey responses of 7 or higher in response to the question about AER encouraging the evolution of the regulatory framework to provide network customers with the services they value at efficient prices					

* The result reported relates to data from the RINs as at 30 June 2024. There is a one-year lag in the result for this performance measure; the relevant data is submitted to the AER by network businesses each November. The AER publishes actual financial year tariff results on its website after audit-assured data is received. Distributors periodically audit their data and may consequently revise their historical data in later RINs. The historical results have been recast using the latest RIN results.

[#] Results for 2021–22, 2022–23 and 2023–24 have been updated to reflect the revised methodology. Refer to 'Correction of material errors in previous annual reports' for more information.

Analysis of results

3.2 Revenue reset determinations for electricity networks and gas pipelines completed within statutory timeframes

The AER continued to deliver effective network regulation, completing 3 electricity distribution determinations, 1 electricity transmission determination, 1 gas distribution determination and 1 request to reopen a gas distribution determination to adjust allowable revenue to reflect new policy directions impacting the distribution network. All revenue reset determinations were made within statutory timeframes.

3.3 Customers with a retailer exposed to cost reflective network tariff

The AER continued support for distributors increasing the number of residential customers (who have smart meters) with a retailer exposed to cost reflective network tariffs in an increasingly dynamic energy sector.

The transition towards consumer-focused energy resources is advancing and the pace of change continues to accelerate, while the electrification of Australia's road transport sector is also underway. In this context the AER's focus is on tariff reform that balances efficiency with equity. The AER is currently assessing tariff structure proposals for the 5 distributors in Victoria.

However, the AER recognises that electricity literacy is low, and some customers may be negatively impacted by underlying shifts to their network tariffs. The AER also recognises that more customers will start to face cost reflective tariffs because of the Australian Energy Market Commission's (AEMC's) accelerated smart meter roll out.

Accordingly, the AER highlights some protections both at the network and retail level that can help manage the impact on customers of being on cost reflective tariffs. Firstly, customers in the NEM with smart meters are afforded a choice of cost reflective network tariffs by distributors. This enables customers and their retailers to choose a network tariff that suits their needs. The choice of network tariffs includes at least one time-of-use tariff.

Secondly, the AER notes that the AEMC has included protections to help manage the impact on customers moving to cost reflective retail tariffs as a result of the accelerated smart meter roll out:

- for a two-year period following the installation of a smart meter between 1 December 2025 and 31 May 2031, retailers will be required to obtain explicit informed consent before moving customers to new retail tariff structure
- jurisdictions can require designated retailers to offer flat retail tariff options to customers with smart meters.

The AER has amended the methodology for this performance measure to ensure that it is reliable and verifiable, and to prevent double counting in the percentage of customers whose retailers face cost reflective network tariffs. Previous years' figures have been updated to reflect this change in methodology.

Stakeholder survey results

3.1 The AER promotes efficient investment in, and operation and use of, energy services for the long-term interests of consumers

3.4 The AER undertakes efficient regulation of network businesses by focusing on high impact actions that matter to consumers

3.5 The AER encourages the evolution of the regulatory framework to provide network customers with the services that they value at efficient prices

There was an improvement in survey result outcomes related to our energy network regulatory roles. For example:

- Stakeholders' view on the AER's role in promoting efficient investment in, and operation and use of, energy services has improved with 60% of stakeholders giving a high rating of 7 or more out of 10, up from 52% in 2023–24 results (performance measure 3.1).
- Stakeholders' view on the evolution of the regulatory framework improved, with 47% proving a high rating of 7 or more out of 10, up from 43% in 2023–24 (performance measure 3.5).

Following last year's results, the AER engaged with stakeholders to help us better understand what more could be done to support innovation and flexibility in a transitioning energy market both during regulatory decisions and through our Energy Innovation Toolkit. This may be reflected in the uplift this year.

However, the AER has continued to make difficult regulatory decisions. Our decisions attempt to seek to balance affordability, with necessary expenditure required to support the energy transformation, and to address important emerging issues such as network cybersecurity, climate resilience, integration of CER, and digitisation.

While we consider that we are flexible and open to regulatory innovation, we appreciate that this view may not be held by some stakeholders. We will continue to engage with stakeholders to work to continuously improve in this area.

Outcomes achieved

In addition to the performance measure results and analysis under Table 3.12, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how this contributes to achieving our purpose.

Ensuring consumers pay no more than necessary for poles, wires and pipelines

As the energy sector undergoes rapid transformation—driven by decarbonisation, decentralisation, and digitisation – the AER has faced increasingly complex resets and an increasing volume of requests to revisit past decisions in light of current circumstances.

In April 2025, the AER completed decisions on the revenue that South Australia Power Networks, Energex and Ergon Energy Network are permitted to collect from consumers for the distribution of electricity and that APA is permitted to collect from consumers for transmission of electricity over the Directlink network, and that Jemena Gas Network is permitted to collect from consumers for the distribution of gas in NSW.

Also this year, the AER:

- published a final determination on the [2024 cost threshold review](#) for the regulatory investment test for transmission and the regulatory investment test for distribution
- published the [Phase 3 low-voltage network visibility report](#) that identifies the actions the AER will take to ensure distribution networks are transparently providing information to key stakeholders and the public
- released a consultation paper on proposed amendments to the Basslink commencement and process paper
- made a [final decision to accept the application by APA Group](#) to convert the Basslink transmission cable to a regulated transmission service
- published the final [System Security Network Support \(SSNS\) Payment Guideline](#) that sets out how the AER will determine whether proposed SSNS payments or payment methodologies in draft contracts between transmission network service providers and suppliers of SSNS services are likely to result in prudent and efficient expenditures
- released issues papers on revenue proposals for 5 electricity network businesses – AusNet, Citipower, Powercor, United Energy and Jemena Electricity Network – for the 2025–2030 regulatory period; and for 1 intending network business – Marinus Link
- approved 13 cost pass-through applications relating to a range of natural disaster events, regulatory changes and network support costs
- approved 4 contingent project applications, including 2 related to the Integrated System Plan (ISP) for Transgrid’s HumeLink project and TasNetworks’ North West Transmission Development project
- approved annual tariff variations for gas distribution and transmission pipeline businesses in NSW, Northern Territory, Queensland, SA and Victoria for 2025–26
- published an AER guideline to assess financeability adjustment requests for ISP projects from the regulated networks and amended the AER’s post-tax revenue model template to reflect the recommended changes in the guideline
- commenced a review of our Capital Expenditure Sharing Scheme Guidelines, to take into account the Australian Energy Market Commission’s final rule for Managing ISP project uncertainty through targeted ex post reviews. The review also considers additional matters that have been raised by stakeholders since our 2023 review of incentive schemes for regulated networks.

Table 3.13: AER energy network decisions completed 2024–25

Network	Region	Period covered	Revised revenue proposed by business (\$ nominal, million)	Revenue allowed by AER (\$ nominal, million)	Difference between allowed and proposed revenues (%)	Difference between allowed revenue in current and previous determination (\$real smoothed, million)	Difference between allowed revenue in current and previous determination (%)
AusNet Gas*	Vic	1 July 2023 to 30 June 2028*	9.0	9,980.9	100	98.19	X
Jemena Gas network	NSW	1 July 2025 to 30 June 2030	3,246.4	3,106.7	-4.3	384.5	15.5
APA – Directlink	Qld/ NSW	1 July 2025 to 30 June 2030	127.8	127.5	-0.2	29.4	33.5
Energex	Qld	1 July 2025 to 30 June 2030	8,893.9	8,995.5	1.1	1,400.9	20.6
Ergon Energy Network	Qld	1 July 2025 to 30 June 2030	8,691.7	8,579.5	-1.3	1,152.9	17.1
South Australia Power Networks	SA	1 July 2025 to 30 June 2030	5,168.1	5,207.0	0.8	393.7	9.0

* AusNet requested we reopen our revenue determination final decision for their 2023–2028 regulatory control period to adjust revenue in the 2025–26, 2026–27 and 2027–28 financial years.

Setting our approach to social licence

The AER *Social licence for electricity transmission directions paper*, released in 2023–24, sets out the AER’s current approach to social licence issues in our regulatory remit for transmission businesses, including in the context of transmission planning and cost recovery.

We first applied this social licence guidance in our 2024 HumeLink stage 2 contingent project decision.

In 2024–25 the AER used the feedback from our stakeholders to refine our approach and develop more detailed guidance, including updates to the cost-benefit analysis guidelines and regulatory investment test application guidelines outlining the expected approach to addressing social licence in the identification of credible options and further requirements for community engagement.

Compliance and enforcement activities

In 2024–25 the AER achieved the following compliance and enforcement outcomes, amongst others:

- In October 2024 the AER commenced an investigation into the power system events that affected transmission infrastructure supplying Broken Hill and its surrounding areas. The investigation is reviewing whether there have been any potential breaches of the Electricity Rules. The AER is also liaising with the Independent Pricing and Regulatory Tribunal – which is investigating Transgrid’s compliance with licence conditions and other obligations under state legislation – to ensure a coordinated approach to our investigation.
- During 2024–25 the AER continued to monitor service providers’ compliance with key regulatory obligations, through the second voluntary information request for the 2023–24 financial year to scheme and non-scheme gas service providers. The voluntary information request was based on the new Annual Compliance Order (ACO), which was published on 7 June 2024. The responses to the information request were generally satisfactory and we will work with a small number of service providers to improve their ‘basis of preparations’. While we do not have a complete dataset, the information received provides a representative sample of compliance rates and areas of focus ahead of the first complete reporting under the new ACO for the 2024–25 financial year, due 31 October 2025. We expect direct feedback and the AER Compliance Procedures and Guidelines for gas pipelines will aid service providers in responding to the new ACO by 31 October 2025.
- In December 2024 the AER published the AER Compliance Procedures and Guidelines for gas pipeline service providers, following engagement with stakeholders. The procedures and guidelines include guidance about responding to the ACO and information about the compliance audits carried out under the National Gas Law.

Values of customer reliability and values of network resilience

In September 2024 the AER published its final decision on the initial Value of Network Resilience (VNR). This VNR is now available for us in the 2026–2031 Victorian electricity distribution resets.

The AER undertook this review in response to a request from the Energy and Climate Change Ministerial Council. The initial VNR seeks to reflect the value customers place on network resilience during prolonged outages and will help inform networks and stakeholders about appropriate investments to enhance network resilience against extreme weather events.

The AER has an ongoing project to refine the approach to establishing a value of network resilience building on the decision released in September of 2024. This work will develop customer values to avoid outages that are longer than 12 hours – for example, the storm-related outages in Queensland from December 2023 to January 2024 and in Victoria in February 2024 where some customers experienced prolonged outages.

In December 2024 the AER released the outcomes of its review of the Values of Customer Reliability (VCR) methodology for standard outages (unplanned outages with a duration of up to 12 hours) in the NEM and the Northern Territory. This was in accordance with the National Electricity Rules which require this to be done at least once every 5 years.

VCR seek to reflect the value different types of customers place on reliable electricity supply under different conditions. VCR play an important role in ensuring customers pay no more than necessary for reliable energy, helping electricity businesses to identify the right level of investment to deliver reliable electricity services to customers.

VCR have a wide application, including as an input for cost-benefit assessments such as those applied in regulatory tests that assess network investment proposals, in electricity network pricing proposals and in establishing reliability settings for the wholesale electricity market.

The AER as regulator of NSW renewable energy zones

The AER was appointed as the regulator for NSW's renewable energy zones in 2021 under the NSW Government's Electricity Infrastructure Roadmap, which is enabled by the *Electricity Infrastructure Investment Act 2020* (NSW) (EII Act). A key function of the AER's role as the regulator is to make revenue determinations on network infrastructure projects authorised by the NSW Consumer Trustee or directed by the NSW Energy Minister.

In December 2024 the AER made a revenue determination for ACEREZ Partnership as the network operator for the Central-West Orana (CWO) Renewable Energy Zone (REZ) under the NSW Electricity Infrastructure Investment framework (EII framework). The determination is based on the AER's review of the competitive process undertaken by the Energy Corporation of NSW (EnergyCo) to select a network operator for the project and reflects the outcomes of that process.

Following consideration of non-disclosure claims, the revenue determination was published in April 2025. The AER has subsequently considered an adjustment proposal from ACEREZ and remade the revenue determination to reflect project updates following achievement of financial close. We intend to publish a summary report of the remade revenue determination. The revenue determination (as adjusted) includes total revenue for ACEREZ over the first five years of the project (2025–29) of \$1,512 million (nominal).

The AER made an adjustment decision in relation to its revenue determination for the Waratah Super Battery System Integrity Protection Scheme Service to reflect a delay in achieving commercial operation of the battery service (May 2025).

We are observing ongoing competitive assessment processes being undertaken for the New England REZ Network Project, Hunter Transmission Project and the accelerated provision of synchronous condensers to meet a projected system strength shortfall in NSW. Following these processes, the AER will assess whether they were genuine and appropriate and, if so, will reflect the outcomes of the processes in the revenue determinations for these projects.

We are in the process of making a non-contestable revenue determination for Ausgrid's non-contestable revenue proposal for Hunter Central Coast REZ. The revenue proposal was received on 16 May 2025 and our determination is due November 2025 (under the NSW legislation the AER has 126 business days to make a non-contestable revenue determination).

The AER is also required to make an [annual contribution determination](#) setting out the annual costs of implementing the NSW Electricity Infrastructure Roadmap. NSW electricity distributors recover these costs from NSW consumers via their retail electricity bills. In February 2025 we made our third contribution determination (for 2025–26), which amounted to \$493.18 million.

The AER as a 'suitably qualified person' under the Queensland renewable energy zones framework

In August 2024 the Commonwealth of Australia and the State of Queensland concluded an agreement to confer functions on the AER as a 'suitably qualified person' and an 'appropriately qualified person' under the *Energy (Renewable Transformation and Jobs) Act 2024* (Qld).

The suitably qualified person role includes providing advice to the responsible Queensland ministers on priority transmission investments. The AER advises the responsible ministers regarding:

- Powerlink's method of undertaking a cost-benefit analysis of priority transmission investment options, which is based on the Regulatory Investment Test for Transmission under the national rules
- whether Powerlink assesses a project as directed by the responsible ministers

- whether Powerlink's proposed expenditure for a priority transmission investment is prudent and efficient (ex-ante review of prudence and efficiency)
- where Powerlink has incurred more costs than directed by the ministers and there has been a material change in circumstances, whether Powerlink's additional costs are efficient (ex-post review of efficiency).

The first priority transmission investment to progress under the Queensland legislation is the Gladstone Transmission Project.

In September 2024 the AER provided advice to the responsible ministers on Powerlink's method of undertaking a cost-benefit analysis of project options. The AER is preparing to provide advice on whether Powerlink assessed the project as directed and whether its proposed expenditure is prudent and efficient. A request for this advice is expected from the Queensland ministers in July 2025.

The Queensland Minister or Treasurer may seek advice from the AER as an appropriately qualified person in relation to any matter relevant to the performance of their functions regarding priority transmission investments.

► Highlight

Central-West Orana REZ network project revenue determination

The AER's determination for ACERREZ Partnerships for the CWO REZ network project (December 2024) was our first contestable determination for a REZ Network Infrastructure Project under the EII framework. The project will deliver 4.5 gigawatts (GW) of network capacity, supporting up to 7.7 GW of new generation within the CWO REZ. ACERREZ will construct, own, control and operate the project for 35 years.

Our determination provides revenue for ACERREZ over the first five years of the project of \$1,512 million (nominal).

Our role under the EII framework, and in particular the reliance on competitive procurement processes to establish prudent, efficient and reasonable costs, demonstrates our ability to be adaptive and responsive to the challenges facing the electricity industry. These challenges include a need for accelerated development of new transmission projects to meet forecast electricity requirements, coordination of transmission with proposed renewable generation projects remote from existing connection points and limited capacity for new large transmission projects to be undertaken by existing regulated network businesses.

Contestable determinations are subject to a shortened revenue determination process (42 business days compared to 126 business days for a non-contestable determination under the EII framework). This is possible while maintaining robust decisions in the long-term interests of energy customers due to the AER's oversight and review of competitive processes to ensure they are genuine and appropriate. We have developed guidelines to support participants' understanding of the process and our role.

The AER's revenue determinations reflect the contractual arrangements that result from the competitive assessment process. These arrangements can include differences from our standard revenue determinations in respect of matters including risk allocation, timing of cost recovery and revenue adjustments.

Networks as platforms for flexible, distributed energy services

The role of distribution networks is evolving. Two way flows of electricity are becoming the norm, installation of distributed energy resources is increasing and electricity demand is forecast to increase due to the electrification of transport and heating.

To better coordinate distributed energy resources, networks are becoming platforms for energy services, utilising a range of mechanisms and pricing signals to better integrate demand flexibility and distributed generation assets.

The open visibility of network data empowers non-network participants of all kinds to understand, interact, invest and connect with distribution networks. For example, open visibility of network data can allow non-network participants to identify new use cases that have not yet been defined, fostering competition in the delivery of new services.

The AER released its low-voltage network visibility phase 3 report in March 2025. The report identifies the actions we will take to ensure distribution networks are transparently providing information to key stakeholders and the public.

Actions range from short-term reputational incentives through performance reporting through to structural, supporting Energy Consumers Australia Integrated Distribution System Planning rule change proposal and investigation of new incentives schemes. Policy-led sandboxing (details under Strategic Objective 4 – Energy Innovation Toolkit) can be used to trial approaches for distribution networks to assess new methods of achieving network visibility. Learnings from these sandboxing trials the way we regulate Distribution Network Services Providers more broadly.

Network visibility plays a crucial role in the integration and optimisation of distributed energy resources and empowers non-network participants to understand, interact, invest and connect with distribution networks.

Strategic objective 4: Evolve our regulatory frameworks and approaches to support the transition to net zero emissions

About this strategic objective

The National Electricity Market is transitioning toward a future with significant and rapid uptake of both grid-based and distributed renewable energy resources, the closure of ageing fossil fuel dependent generation plant, and technological change that will affect how consumers engage with their energy providers. During this transition the need to protect the long-term interests of consumers has never been greater. The AER, as the independent market monitoring and enforcement agency, provides strong, evidence-based analysis to inform policy proposals and help ensure those proposals are effective, holistic and fit for purpose while protecting the long-term interests of consumers.

The AER's extensive expertise in energy markets and regulation can inform and influence debate about Australia's energy future. We advocate for policy changes to improve the regulatory framework and enhance the interests of consumers. We do this through our relationships with all levels of government and the AER Chair's membership of the Energy Advisory Panel. We also engage in Australian Energy Market Commission (AEMC) policy reviews and rule change processes.

A key focus for the AER is to evaluate the impact of different reform design solutions on consumers, competition and our role (specifically network regulation along with monitoring and enforcing compliance with the National Electricity Law and National Electricity Rules).

Our role and key activities

The AER draws on its expertise and analysis to inform and influence debate about energy policy as part of our key activity, **policy and advocacy**, which is reported on in our performance measures (Table 3.14).

Our priorities

The AER's 2024–25 'Execute' priorities under strategic objective 4 were:

- contribute to policy processes and reviews that support the energy transition where these impact on competition, consumers and the role of the AER, including AEMC rule changes and reviews
- provide timely and insightful contributions to energy ministers, the Energy Advisory Panel and relevant market body forums
- maximise the impact of regulatory sandboxes by facilitating trials and sharing and applying lessons learned to promote innovation

- actively engage in domestic and international, energy and regulation forums and events (e.g. the Utility Regulators Forum) to share knowledge and develop regulatory expertise on the energy transition.

We also had 3 'Tilt' and 1 'Advocate' priorities under this strategic objective:

- review regulatory settings for consumer energy resources to optimise utilisation, protect and build trust with consumers, and enable distribution network service providers to provide platforms for energy services
- provide effective oversight of existing and emerging regulatory requirements relating to wholesale market reliability and security by:
 - contributing to the design of new reliability and security mechanisms
 - providing clear guidance to industry on the implementation of new mechanisms
 - undertaking effective market monitoring and compliance activities for current and emerging reliability and security mechanisms as they enter the market and evolve
- embed the new emissions reduction objective into the AER's decision-making, operations and guidance to industry and consumer stakeholders
- advocate to ensure that arrangements governing consumer energy resources technical standards are fit for purpose, protect the interests of consumers and do not lead to inefficient network investment.

Performance measures

Table 3.14: Performance measures for strategic objective 4

Performance measure	2021–22	2022–23	2023–24	2024–25	Met?
	Result	Result	Result	Target	
4.1 The AER's reports inform debate about Australia's energy future and regulatory landscape	55%	72%	46%	Maintained or improved compared to previous year	61% 
Method: Proportion of AER Stakeholder Survey responses of 7 or higher in response to question about the AER's contribution to the debate about Australia's energy future and regulatory landscape					
4.2 AER stakeholders' agreement with the following statements:					
■ The AER engages effectively with its stakeholders	68%	76%	59%	Maintained or improved compared to previous year	66% 
■ The AER shows leadership in pursuing or promoting priority issues in the energy sector	65%	73%	47%	Maintained or improved compared to previous year	62% 
Method: Proportion of AER Stakeholder Survey responses of 7 or higher in response to questions about engagement with stakeholders and showing leadership					

Performance measure	2021–22	2022–23	2023–24	2024–25	Met?
	Result	Result	Result	Target	
4.3 Reach of AER communication activities	49,661	57,810	28,648	Maintained or improved compared to previous year	29,834 

Method: Analysis of AER strategic communications and engagement data to calculate the growth in audience of AER-owned communication channels. This includes the number of followers of AER social media channels and the number of subscribers to the AER website

4.4 Number of rule change proposals that the AER successfully influenced	6	6	5	No target [#]	9 
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Method: Quantitative trend over time

[#] The AER has expertise in energy markets and regulation, which it can use to inform and influence policy. We seek to advocate for policy changes that protect and promote the interests of consumers via several avenues – including by making submissions to AEMC policy reviews and rule change processes. While a higher result / upward trend indicates better performance, it is not meaningful to set annual targets.

Analysis of results

4.1 The AER's reports inform debate about Australia's energy future and regulatory landscape

4.2 AER stakeholders' agreement with the following statements:

The AER engages effectively with its stakeholders

The AER shows leadership in pursuing or promoting priority issues in the energy sector

The AER Stakeholder Survey results have shown a pleasing uplift in stakeholders views on the AER's contribution to the debate about Australia's energy future, whether the AER engages effectively with its stakeholders, and whether the AER shows leadership in pursuing priority issues in the energy sector.

For example, 61% of stakeholders provided a high rating of 7 or more out of 10 as to the AER's contribution to the debate about Australia's energy future, compared with just 46% in 2023–24 (performance measure 4.1). Further improvements were also noted in stakeholder views on the effectiveness of the AER's engagement and the AER's leadership in pursuing priority issues, with 66% and 62% respectively providing a high rating of 7 or more out of 10, compared with 59% and 47% in 2023–24 (performance measure 4.2).

Following last year's survey results, we actively engaged with stakeholders to understand what drove the outcomes and have worked to address the concerns being raised including ensuring it is clear in our decisions how we have considered their submissions to our work.

4.3 Reach of AER communication activities

This financial year, 2024–25, was the first full year of operation of the AER's Digital Communications team as a dedicated resource for engaging with the AER's online community. The AER's online audience has continued to grow, with the number of online news alert subscribers increasing by 59%. The team also began enacting its social media strategy, which included the closure of Instagram and X accounts to focus on channels better suited to AER content in 2025–26.

4.4 Number of rule change proposals that the AER successfully influenced

In 2024–25 we made 21 submissions to AEMC rule-making processes, with 9 submissions materially changing the final rule determination and helping drive positive policy outcomes. These submissions cover a range of areas, including the rule changes to improve retail consumer protections, expanding the scope of Australian Energy Market Operator's (AEMO's) Integrated System Plan (ISP), enabling flexible trading arrangements, changing the cost recovery mechanisms for regulated electricity network businesses and the accelerated deployment of smart meters.

Outcomes achieved

In addition to the performance measure results and analysis under Table 3.14, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how this contributes to achieving our purpose.

Influencing rule change proposals

The AER leverages its expertise in energy markets to advocate for policy changes and improvements to energy laws and rules that protect and promote the interests of energy consumers.

In 2024–25, 9 of our submissions were materially influential in driving positive policy outcomes.

The type of feedback provided in these submissions included how the rules could provide better protections to consumers, recommending when guidance or principles should sit in the National Electricity Rules rather than subordinate guidelines, and opportunities to minimise regulatory burden and improve governance of new functions. Three examples of materially influential submissions that were made by the AER:

- Including distribution network resilience in the NER: The AEMC agreed with the recommendation in our submission to limit the scope of the resilience expenditure factors to power outages caused by severe weather events and not include outages caused by other events such as cyber attacks or terrorism.
- Improving the cost recovery arrangements for transmission non-network options: Our submission raised that the proposed amendment would have had the effect that the AER 'must accept' forecast operating expenditure as part of a revenue proposal if it was satisfied it reasonably reflected a relevant methodology previously approved by the AER. The Commission agreed that this would have created a more stringent requirement on the AER to accept proposed expenditure than was intended and removed this proposed amendment.
- Providing flexibility in the allocation of interconnector costs: The rule change request proposed AER guidelines could set out criteria that agreements between jurisdictions must meet in order to use the new pathway proposed by this rule. The AER advocated that such criteria should be set out in the National Electricity Rules rather than in AER guidelines to provide greater clarity and certainty for stakeholders. The AEMC agreed and included the minimum set of criteria in the National Electricity Rules.

The other materially influential submissions were to rule changes for:

- improving consumer confidence in retail energy plans
- assisting hardship customers
- South Australia jurisdictional derogation – interim reliability reserve eligibility
- bringing early works forward to improve transmission planning
- managing ISP project uncertainty through targeted ex post review

- unlocking consumer energy resources benefits through flexible trading.

Participating in professional forums

The AER Chair commenced her rotation as Chair of the Energy Advisory Panel for a year starting in June 2024, with 2024–25 meetings held in September and November 2024 and in February and May 2025. To support the AER Chair, AER staff provided secretariat support and prepared materials for Energy Advisory Panel meetings.

The AER actively participates in domestic and international professional forums. Domestically, the AER/ACCC Regulatory Conference was held in August 2024 in Brisbane. AER Board members and staff participated in the conference, along with other regulators and international guest speakers, to discuss regulating for resilience, the role of competition in the energy transition, electrification and the disruption to domestic gas markets, and the challenge of enforceable regulatory frameworks in a rapidly changing world. Departing AER Deputy Chair, Jim Cox, closed the conference with observations on the art of regulation from his 40-year career in public service.

The AER regularly speaks at public conferences and events. A highlight this year included AER Board member Jarrod Ball participating in this year's Australian Energy Week presenting how we navigate challenges in Australia's energy market to improve the energy consumer experience.

The AER also continued to share our expertise and knowledge at the biannual Utility Regulators' Forum. The forum was established to encourage information exchange and cooperation between New Zealand, Commonwealth, and state and territory based utility regulators. At the 2024–25 forum, AER Board members participated in panels and the AER provided key updates on recent decisions, upcoming decisions to be aware of, and the AER's strategic work plan.

The AER continued to engage with international counterparts both domestically and abroad in 2024–25 with engagement activities undertaken in the Southeast Asia region under the newly signed Record of Understanding with Department of Foreign Affairs and Trade. This included participation in the annual Association of Southeast Asian Nations Energy Regulators Network meeting in Malaysia and engaging with an Indonesian delegation of emerging leaders in Melbourne as part of Department of Foreign Affairs and Trade's Australia Awards program.

The AER Chair also attended the International Regulatory Futures Forum in the United States where she presented on network resilience in a session co-led with the Italian Regulatory Authority for Energy, Networks and Environment.

Through these engagements, the AER was able to maintain its position as a 'best practice' regulator in 2024–25 and strengthen or develop new relationships with its international counterparts.

Energy Innovation Toolkit

The Energy Innovation Toolkit (a regulatory sandbox provided in partnership with AEMO, AEMC, Essential Services Commission and Australian Renewable Energy Agency) has made considerable progress in its mission to promote and support innovation in the energy sector.

This year saw heightened interest in all Energy Innovation Toolkit services, with 7,100 unique visits to the Energy Innovation Toolkit website and 229 submissions received through the Regulation Navigator tool, providing innovators with personalised guidance on the regulations that might apply to their energy project.

The content of the website, with particular focus on the use cases and Regulation Navigator outputs, was updated in early 2024–25 and is constantly updated with resources and guidance that reflects recent developments and rule changes, as well as simple 'regulatory explainers' on commonly raised questions.

Guidance was provided to 67 innovation enquiry service users, showing growing interest in the Innovation Enquiry Service as a valuable resource for understanding energy regulation, exploring options to launch their energy business and receiving clear guidance on next steps.

Trial waivers issued by the AER can support the evolution of the regulatory framework by testing new models and rules in a real-world, in-market environment. In 2024–25 the AER approved a trial waiver for a project to PLUS ES to test a new kind of metering installation within kerbside charging units. The results of this trial will directly feed into AEMO’s review of its Metrology Procedure, with successful results leading to changes that will benefit the broader electric vehicle charging market.

We published a [paper](#) that outlines a new approach to sandboxing – a policy-led (rather than demand-driven) model to complement the existing framework – in February 2025. This approach is intended to stimulate trials that explore how we can accelerate access to and deployment and orchestration of distributed energy resources, including consumer energy resources. These resources are necessary to deliver a least-cost energy system for all consumers and to support the market to meet renewable energy goals and emissions reduction targets. The paper outlined 6 ‘buckets’ of potential trial ideas the AER is interested in exploring. The AER is engaging with several proponents of trials which may align with these buckets and which have the potential to evolve the regulatory framework.

Transmission ring-fencing rule change

On 24 February 2025 the AER released version 5 of the Ring-fencing Guideline (electricity distribution). This followed an amendment to rule 6A.21.2 of the National Energy Rules, which empowered the AER to extend ring-fencing obligations to negotiated transmission services. This change is important during the energy transition as the number of connections to the transmission network increases to facilitate the introduction of additional renewable energy required by 2050.

The AER conducted wide-ranging stakeholder consultation and updated the guideline to ensure it remains fit for purpose in a changing regulatory landscape and electricity market by:

- extending ring-fencing obligations to negotiated connection services to protect competition in contestable services
- clarifying that transmission network service providers must not use their monopoly in negotiated connection services to discriminate between providers of contestable connection services
- including additional reporting and compliance obligations to increase transparency and ensure effective monitoring of compliance with the guideline.

A key driver for these changes was to address stakeholder concerns that success in the energy transition will need effective competition to encourage timely investment and connection of new generation.

► Highlight

Review of transmission service target performance incentive scheme

In April 2023 the AER completed a review of all of the incentive schemes that it applies to network service providers. Amongst other findings, the review concluded that certain components of the transmission service target performance incentive scheme (STPIS) were no longer working as intended and should be reviewed.

The transmission STPIS provides incentives to electricity transmission businesses to improve or maintain a high level of service for the benefit of participants in the National Electricity Market and end users of electricity. The STPIS comprises 3 components designed to provide an incentive on transmission businesses to:

- reduce the number and duration of outages (the service component)
- schedule outages for when they have the least impact on wholesale market prices (the market impact component)
- undertake low-cost projects which improve the capability of the existing network (the network capability component).

Much of the reason why the STPIS is no longer working as intended is due to the current energy transition, which is changing the way electricity is generated and transported. When the STPIS was introduced in 2007, over 80% of electricity was generated using fossil fuels. Now renewables make up around 40% of output and 60% of generation capacity. This move from more centrally located thermal generation to more geographically dispersed and weather-dependent fuel sources creates new demands on the transmission network and has implications for how transmission network service providers manage their assets.

The AER commenced the review in December 2023 with an issues paper to seek early stakeholder feedback on key issues, followed by proposed amendments to the STPIS in November 2024. In addition to receiving written submissions from multiple stakeholders, the AER held 2 public forums to better understand the important and complex issues in greater depth. Both forums were well attended by stakeholders, including the transmission businesses, consumer groups, generators and energy market bodies. We also conducted meetings with smaller groups of key stakeholders to explore key issues in depth.

The AER's commitment to listening to and actively engaging with a variety of stakeholders to understand their views about the challenges arising from the energy transformation was critical throughout the process.

On 17 April 2025 we published version 6 of the transmission STPIS. The final amendments to the STPIS differed from the AER's November 2024 proposed amendments in several respects because of our commitment to genuinely engage with stakeholder concerns on the issues that mattered to them.

The AER's final positions were to:

- amend the loss of supply event frequency parameter of the service component
- suspend the market impact component and explore the possibility of developing an effective alternative by establishing a working group with key stakeholders
- amend the network capability component to make it a more streamlined process.

Regulatory practice

About this section

The AER is committed to providing outcomes-focused regulatory services that emphasise a proportionate approach to risk, genuine engagement with regulated entities and the broader community, and the importance of maintaining trust and confidence in regulatory settings. In Resource Management Guide – Regulator Performance (RMG128), the Australian Government identified 3 principles of regulatory best practice. The AER applies these principles in how we undertake our work.

Principle 1: Continuous improvement and building trust asks regulators to adopt a whole-of-system perspective, continuously improving their performance, capability and culture, to build trust and confidence in Australia’s regulatory settings.

Principle 2: Risk based and data driven requires regulators to maintain essential safeguards, using data and digital technology to manage risks proportionately to minimise regulatory burden and to support those they regulate to comply and grow.

Principle 3: Collaboration and engagement provides that regulators should be transparent and responsive, implementing regulation in a modern and collaborative way. This means that regulators will engage genuinely with stakeholders and listen to feedback; provide guidance and information to help regulated entities understand their obligations; and be transparent in their decision making.

Performance measures

Table 5.1: Performance measures for regulatory practice

Performance measure	2021 22 Result	2022–23 Result	2023–24 Result	2024 25 Target	Result	Met?
5.1 The AER is trusted by key stakeholders	68%	75%	64%	Maintained or improved compared to previous year	69%	✓
Method: Proportion of AER Stakeholder Survey responses of 7 or higher in response to the question about their level of trust in the AER						
5.2 Key stakeholders agree that the AER has a balanced approach to risk that maintains essential safeguards for consumers while minimising regulatory burden	49%	62%	46%	Maintained or improved compared to previous year	54%	✓
Method: Proportion of AER Stakeholder Survey responses of 7 or higher in response to the question about the approach to managing risk of harm to consumers and markets						

Performance measure	2021–22	2022–23	2023–24	2024–25		Met?
	Result	Result	Result	Target	Result	
5.3 The AER engages effectively with its stakeholders	68%	76%	59%	Maintained or improved compared to previous year	66%	✓
Method: Proportion of AER Stakeholder Survey responses of 7 or higher in response to the question about the effectiveness of the AER's stakeholder engagement						
5.4 The AER demonstrates how consultation has informed decisions	— ¹⁰	68%	59%	Maintained or improved compared to previous year	65%	✓
Method: Proportion of AER Stakeholder Survey responses of 7 or higher in response to the question about how well the AER demonstrates how its decisions are informed by consultation						

Analysis of results

Stakeholder survey results

5.1 The AER is trusted by key stakeholders

5.2 Key stakeholders agree that the AER has a balanced approach to risk that maintains essential safeguards for consumers while minimising regulatory burden

5.3 The AER engages effectively with its stakeholders

5.4 The AER demonstrates how consultation has informed decisions

Stakeholders continue to have high levels of trust in the AER, with just over two-thirds giving a high rating of 7 or more out of 10, resulting in a trust score of 69% (performance measure 5.1), an improvement on 64% in the 2023–24 results.

There was an improvement in the proportion of our stakeholders who agree that the AER manages risk proportionately by maintaining essential safeguards while minimising regulatory burden, with 54% of stakeholders giving a high rating of 7 or more out of 10 (performance measure 5.2).

We regularly review the information we request from industry to ensure our approach to data collection and reporting, along with compliance monitoring, is proportionate and efficient and we commit to continue to do this while ensuring essential safeguards remain in place for consumers.

Stakeholder views on the effectiveness of our engagement improved also, with 66% providing a high rating of 7 or more out of 10 (performance measure 5.3).

A key part of this is being able to illustrate to stakeholders how their consultation informed our decisions, a metric which saw an improvement this year. This is a positive sign and something we actively addressed with stakeholders at both an Executive and staff level, through the implementation of our Stakeholder Engagement Framework. This principles-based framework acknowledges that stakeholder engagement forms a vital part of a wider regulatory approach involving reporting and monitoring, consumer insight and engagement, and formal consultation and decision-making processes.

¹⁰ This question was not included in the AER Stakeholder Survey in 2022.

The AER was able to demonstrate an improvement in how consultation informed decisions this year. 65% of stakeholders gave a high rating of 7 or more out of 10 when asked if the AER demonstrates well how its decisions are informed by consultation. This is an increase from 59% in 2024 (performance measure 5.4).

Outcomes achieved

In addition to the performance measure results and analysis under Table 5.1, the outcomes achieved, as detailed below, show the impact of our work and demonstrate how this contributes to achieving our purpose.

The AER's Strategic Plan in 2020–25 emphasises our intention to 'start with yes' in response to not only collaboration and good ideas but also new ways of working and opportunities to be more efficient. We take seriously our role in improving and streamlining the regulatory environment to reduce business costs, support competition and dynamism and facilitate business investment. We are constantly searching for opportunities to do so within our available resourcing and regulatory remit.

The following achievements provide an example of our commitment to the principles of regulator best practice since the 2020 release of the Strategic Plan.

Continuous improvement and building trust:

- launching the Energy Innovation Toolkit to support businesses who wish to trial innovative services to fill gaps and create competition in the market
- undertaking a review to simplify the retail market regulatory framework
- recommending reforms to support retail competition and consumer outcomes by better balancing the cost and risk of consumer vulnerability in the energy sector
- replacing bespoke Regulatory Information Notices with our Regulatory Information Orders, which streamlined, refined and standardised our reporting requirements across electricity network businesses
- submitting a rule change request to remove duplicative reporting obligations by removing the requirement for transmission network businesses to provide information under the former AER Electricity Transmission Information Guidelines.

Risk based and data driven:

- issuing a Network resilience guidance note to support networks proposing expenditure and investment related to mitigating the impact of the increasing number of extreme weather events.
- reducing the frequency of data collection for our retail market performance monitoring to better balance costs for market participants.
- enabling staged contingent project approvals for large Integrated System Plan transmission projects along with a modified CESS to better balance risk and support network investment.
- deciding not to introduce scheme regulation for the South West Queensland Pipeline, on the basis that the benefits do not appear to outweigh the potential costs.

Collaboration and engagement:

- introducing the Better Resets Handbook, which provides a guide for networks and stakeholders on what a good regulatory proposal looks like and to enable a potential pathway for a more streamlined regulatory process
- investing in Energy Made Easy (EME), a free and independent platform that supports effective competition by empowering consumers to shop around and compare energy plans.

These examples highlight a track record that reflects our ongoing commitment to not only remain open minded to new ideas and ways of working but also to avoid or remove inappropriate regulation that stifles productivity.

Principle 1: Continuous improvement and building trust

In 2024–25 we demonstrated our commitment to continuous improvement and building trust in the following ways:

- The AER Chair participating as a member (and Chair since August 2024) of the [Regulator Leadership Cohort](#) (RLC), that is facilitated by the Department of Finance. There are more than 20 members of the RLC from various Australian Public Service entities who connect, share, listen and discuss the issues they are facing in an ever-changing regulatory environment.
 - The RLC informs and supports development and implementation of a revitalised regulatory reform agenda. The regulatory reform agenda aims to modernise regulation to keep it fit for purpose in a digital era; protect against regulatory failures; and improve productivity through technology, data and digital reform opportunities and regulatory stewardship, while adopting a whole-of-system perspective.
 - This year the RLC has progressed an agenda that discussed the use of artificial intelligence, RegTech and legacy information communication and technology systems and the professionalisation of regulatory practice.
- We actively shared learning and insights by participating in the Utility Regulators Forum (Australia and New Zealand) and attending international conferences with other regulators, such as Singapore Energy Week and the International Regulatory Futures Forum.
- We worked with the Behavioural Economics Team of the Australian Government to evaluate the impact of the Better Bills Guideline and design and evaluate changes to the EME comparison website. The research found the Better Bills Guideline and EME website have led to greater understanding of bills among consumers and increased engagement with the energy market.
- Proposing new approaches to tariff design through the Australian Energy Market Commission 2025 pricing review to improve the productivity of capital in the energy market.

Principle 2: Risk based and data driven

In 2024–25 compliance and enforcement outcomes remain key to achieving the AER’s objectives of ensuring that energy consumers are better off, now and in the future, and ensuring a secure and reliable energy supply. The AER’s approach to compliance and enforcement is outlined in our Compliance and Enforcement Policy.

Each year the AER articulates annual compliance and enforcement priorities that guide our enforcement work and proactive compliance efforts. The identification of these priorities is strongly informed by risk of harms which we monitor through various intelligence sources, including our self-reporting regime, consumer complaints, ombudsman and consumer intermediary data and our various market monitoring roles across the energy sector.

The AER’s compliance and enforcement priorities for 2024–25 were:

- improving outcomes for customers experiencing vulnerability, including by improving retailer hardship policies and access to hardship and payment plan protections
- making it easier for consumers to understand their plan and engage in the market by focusing on compliance with billing and pricing information obligations, including the Better Bills Guideline and tariff change notification requirements

- supporting power system security and an efficient wholesale electricity market by focusing on generators' compliance with offers, dispatch instructions, bidding behaviour obligations and providing accurate and timely information to Australian Energy Market Operator
- improving market participants' compliance with performance standards and standards for critical infrastructure
- monitoring and enforcing compliance with reporting requirements under the new Gas Market Transparency Measures.

Throughout 2024–25, in response to harms identified through our data-driven approach, the AER delivered appropriate and proportionate compliance and enforcement outcomes in line with our Compliance and Enforcement Policy and published compliance and enforcement priorities.

The outcomes we achieved included education initiatives, publishing 13 compliance bulletins, guidance notes and consultations; accepting 2 court enforceable undertakings; and achieving over \$53.1 million in court-ordered and infringement notice penalties. The specific compliance and enforcement outcomes are outlined across strategic objectives 1, 2 and 3.

The AER has established a program to uplift its data and digital capabilities to promote consumer welfare, provide better access to energy data and deliver more efficient regulation of industry. In 2024–25 the program focused on delivering streamlined data collection for the AER's retail reporting function. The new and automated process for collecting data from retail energy businesses will improve data quality, reduce the current manual data manipulation and allow staff to develop high-quality insights for retail performance. The AER will benefit from having access to modern tools to analyse and visualise data for better energy sector insights, increasing the agency's data literacy and maturity.

The program will also make it easier for stakeholders to submit data to the AER, reducing regulatory burden.

Principle 3: Collaboration and engagement

In 2024–25 we demonstrated our commitment to collaboration and engagement by:

- consulting with the Customer Consultative Group (CCG). The CCG is a key source of consumer insights and intelligence for the AER and helps to ensure consumers' voices are heard and considered in our work and decisions. CCG membership provides participating organisations and individuals with the opportunity to inform the AER about issues that impact the groups they represent. It also provides members with the opportunity to meet with other consumer representatives to discuss key energy consumer issues
- undertaking an extensive engagement for the DMO7 determination. This included:
 - holding 4 workshops with large and small retailers, 2 to receive early feedback on our issues paper and 2 at the draft determination stage
 - presenting to the CCG
 - holding numerous one-on-one meetings with retail, consumer, government and agency/regulator stakeholders
- continuing to implement the Enhanced Wholesale Market Monitoring and Reporting legislative reforms. Our engagement included:
 - extensive consultation and engagement with industry participants and other stakeholders as required by, and in addition to, legislation on the development of a draft and a final guideline.

In addition to submissions on our consultation documents, we met with over 40 stakeholders, hosted 2 public forums and presented at multiple industry association member meetings

- detailed consultation on draft information collection instruments – Market Monitoring Information Orders and Market Monitoring Information Notices – to inform the first AER data collection approach under the new powers enacted in May 2024. This included receiving direct responses from 38 stakeholders, as well as multiple meetings, roundtables and workshops to facilitate feedback
 - further consultation on a revised draft information collection instrument for a specific subset of gas market participants, which involved direct engagement and further consideration of stakeholder feedback
- continuing to collaborate with other regulators through our inter-agency Community of Practice on Consumer Vulnerability, which is an informal collaborative forum that seeks to enhance regulatory approaches to consumer vulnerability across sectors by providing a supportive environment for regulatory staff to share experiences and insights. Further details and membership can be found on [the AER website](#).

4

Management and accountability



Senior leadership

The ACCC's senior leadership comprises members of the Commission (appointed by the Governor-General) and Senior Executive Service (SES) employees.

The AER's senior leadership comprises the AER Board (appointed by the Governor-General) and SES employees who are engaged exclusively on work carried out by the AER.

Details of the leadership structure are in Figure 2.1.

Australian Competition and Consumer Commission

The ACCC has a Chair, 2 Deputies and 4 Commissioners. It also has a number of Associate Members. Their names and appointment terms are shown in Table 4.1.

Table 4.1: ACCC members during 2024–25

Position	Name	Appointed until
Chair	Gina Cass-Gottlieb	20 March 2027
Deputy Chairs	Mick Keogh	29 May 2028
	Catriona Lowe	26 January 2028
Commissioners	Anna Brakey	9 December 2025
	Liza Carver	28 February 2027 [#]
	Peter Crone	9 December 2025
	Philip Williams AM	26 June 2029
Associate Members	Stephen Ridgeway	26 June 2027
	Clare Savage	13 October 2027
	Justin Oliver	2 February 2030
	Jim Cox PSM	25 September 2024
	Lynne Gallagher	31 May 2028
	Jarrold Ball	21 May 2028
	Nerida O'Loughlin PSM	13 October 2027
	Adam Suckling	24 July 2028
	Dr Derek Johnston	31 October 2024
	Dr John Small	7 June 2025
	Kate Symons	26 September 2029

[#] Commissioner Liza Carver resigned on 16 May 2025

Biographies – ACCC

Chair



Gina Cass-Gottlieb

Gina Cass-Gottlieb commenced her 5-year appointment as Chair of the Australian Competition and Consumer Commission (ACCC) on 21 March 2022.

Prior to her appointment Gina had over 30 years' experience advising on a large number of merger, competition and regulatory matters in Australia and New Zealand.

Since 2013 Gina has been a member of the Reserve Bank of Australia's Payments System Board. The Payments System Board is the Australian regulator of access to payment systems and the stability regulator for financial market intermediaries. Gina was a member of the Financial Regulator Assessment Authority from September 2021 to March 2022. For 10 years Gina was a director on the board of the Sydney Children's Hospitals Foundation.

Gina chairs Commission meetings, the Enforcement Committee and the Scams and Digital Markets Committee and is a member of the Mergers Review Committee, Digital ID and Consumer Data Right Committee, Infrastructure and Communications Committee and Energy Markets Board.

Gina is the first female Chair of the ACCC and its predecessor, the Trade Practices Commission, since its establishment in 1974. Gina is also a member of the Bureau of the OECD Competition Committee and the Bureau of the International Competition Network.

Deputy Chairs



Mick Keogh

Mick Keogh was appointed to the ACCC in February 2016 and then as Deputy Chair of the ACCC in 2018, with responsibility for Small Business and Agriculture. He was reappointed in May 2023.

Mick has a long and diverse history of involvement with the small business and agriculture sector, including periods of employment as a business consultant, and in advocacy and advisory roles to policymakers and governments. He has also chaired a number of Commonwealth Government inquiries and ministerial advisory boards. He is currently a board member of the Food Agility Co-operative Research Centre.

From 2003 to 2018 he was Executive Director of the Australian Farm Institute – an independent policy research institute that conducted research into strategic policy issues of importance to Australian agriculture and regional Australia. Mick continued in that role until his appointment as Deputy Chair of the ACCC in June 2018.

Mick chairs the Water and Agriculture Committee and Competition Exemptions Committee and is the Deputy Chair of the Compliance and Product Safety Committee and Mergers Review Committee. Mick is a member of the Enforcement Committee. Mick's role also includes oversight of the small business, franchising and agriculture units of the ACCC. Mick also chaired the Supermarkets Inquiry Board in 2024–25.

Mick was awarded the Order of Australia Medal in 2015. He holds bachelor's and master's degrees in science, both obtained at the University of New South Wales, and a Doctor of Applied Science (honoris causa) from Charles Sturt University.



Catriona Lowe

Catriona Lowe was appointed by the Governor-General to the position of ACCC Deputy Chair for a 5-year term on 27 January 2023.

Catriona chairs the Compliance and Product Safety Committee and is the Deputy Chair for the Digital ID and Consumer Data Right Committee, Scams and Digital Markets Committee and Energy Markets Board. Catriona is also a member of the Enforcement Committee. Catriona was Deputy Chair of the Supermarkets Inquiry Board in 2024–25.

For over 20 years Catriona has had a strong commitment to consumer issues and protection of consumer rights and in her varied roles as a regulator, litigator and consumer advocate.

Prior to joining the ACCC, Catriona was appointed Board Member of the Australian Energy Regulator in February 2020 and has held a non-executive director role on range of boards, including the Australian Financial Complaints Authority, the Financial Adviser Standards and Ethics Authority and the Telecommunications Industry Ombudsman. She was also principal of a consumer-focused consulting practice.

Catriona was Co-CEO of the Consumer Action Law Centre from 2006 to 2013. She has also held senior roles with the Consumers' Federation of Australia and the ACCC.

Catriona has a Bachelor of Laws from Northern Territory University (now Charles Darwin University).

Commissioners



Anna Brakey

Anna Brakey was appointed a Commissioner of the ACCC in December 2020. She is also an Associate Member of the Australian Communications and Media Authority. On 1 March 2022 Anna commenced as an Associate Member of the New Zealand Commerce Commission. Anna is currently a Bureau member of the Network of Economic Regulators.

Anna has extensive experience in regulatory economics and public policy, with over 25 years of experience working with regulators and government and within the private sector. She has had broad exposure to a wide range of infrastructure industries, including energy, water and transport. Additionally, she has worked on economic reform to social policy.

Prior to starting at ACCC, Anna worked as an economist at Frontier Economics and held a number of roles at the Independent Pricing and Regulatory Tribunal (IPART), including being a deputy Tribunal Member, the Executive Director of Strategy and Economic Analysis and the Chief Operating Officer. Anna's expertise includes the parliamentary committee process, the New South Wales Department of Transport, the Australian Productivity Commission, the Bureau of Industry Economics and the Australian Bureau of Statistics. Additionally, Anna has worked for the Australian Energy Market Commission on reforms to economic regulation and with the New South Wales Treasury on the sale of assets.

Anna chairs the Infrastructure and Communications Committee and the Energy Markets Board. Anna is the Deputy Chair of the Water and Agriculture Committee and was a member of the Supermarkets Inquiry Board in 2024–25.

Anna holds a Bachelor of Economics from Australian National University and a Graduate Diploma of Applied Finance and Investment from Securities Institute of Australia. She is also a Graduate of the Australian Institute of Company Directors.



Liza Carver

Liza Carver commenced her role as Commissioner on 1 March 2022, and resigned on 16 May 2025.

Liza brought a wealth of experience from her career as a lawyer, including from her former role as Partner of Herbert Smith Freehills. Liza is widely recognised as one of Australia's leading competition law and regulatory specialists.

Liza was also a non-executive Director of the NSW Rail Access Corporation, RailCorp and Airservices Australia.

In addition to her experience in private practice, Liza was an Associate Commissioner with the Trade Practices Commission and the ACCC between 1993 and 1999. Liza was also a Commissioner with the Australian Energy Market Commission between 2005 and 2008.

Liza's combined experience from her time in private practice and at the ACCC and Australian Energy Market Commission has provided her with a strong insight into competition law.

Liza chaired the Enforcement Committee and is the Deputy Chair of the Infrastructure and Communication and Mergers Review Committees. Liza was a member of the Compliance and Product Safety Committee and the Digital Platforms Board.

Liza holds degrees in Economics and Law and a Master of Laws from University of Sydney.



Peter Crone

Peter Crone was appointed a Commissioner of the ACCC in December 2020.

Peter has more than 30 years of experience in economic policy and commercial strategy at the highest levels of government and business in Australia.

He has served as an adviser to state and federal governments, including as Senior Economic Advisor to Australia's Prime Minister from 1997 to 2006; and filled chief economist roles at the Business Council of Australia, Ernst and Young and Coles Group.

Peter has also been a commercial adviser to a number of superannuation funds on their infrastructure investments; and commenced his career at the Commonwealth Treasury as a policy adviser and research economist.

Peter brings deep experience in assessing and explaining economic and regulatory trends at play across markets and industries. His broad experience reflects the economy-wide remit of the ACCC.

Peter chairs the ACCC's Digital ID and Consumer Data Right Committee and is a member of the Mergers Review Committee and Scams and Digital Markets Committee.

Peter holds a Master of Economics from the Australian National University and a Bachelor of Economics (Honours) from the University of Western Australia. He is also a Graduate of the Australian Institute of Company Directors.



Philip Williams

Dr Philip Williams AM commenced his 5-year term with the ACCC on 27 June 2024.

Dr Williams is an accomplished economist whose work has focused on the intersection of economics and competition law in Australia. He chairs the ACCC's Mergers Review Committee and is Deputy Chair of the Competition Exemptions Committee. Philip is also a member of the Enforcement Committee and Infrastructure and Communications Committee.

Dr Williams is former executive chair of Frontier Economics and a former Professor of Law and Economics at the University of Melbourne. He has advised leading law firms as well as the ACCC and the National Competition Council on competition and regulatory issues. Dr Williams holds a Master of Economics from Monash University and a PhD from the London School of Economics.

Australian Energy Regulator

The AER Board has 5 members, including the Chair, Clare Savage, and the Deputy Chair, Justin Oliver.

Table 4.2: AER Board members during 2024–25

Position	Name	Appointed until
Chair	Clare Savage	13 October 2027
Deputy Chair	Justin Oliver	2 February 2030
Members	Justin Oliver	25 June 2024*
	Jim Cox PSM	25 September 2024
	Lynne Gallagher	31 May 2028
	Jarrod Ball	22 May 2028
	Kate Symons	26 September 2029#

* Justin Oliver ceased being an ordinary member when he was appointed Deputy Chair

Kate Symons commenced as an AER Board member on 26 September 2024.

Biographies – AER

Chair



Clare Savage

Clare Savage was appointed Chair of the AER in September 2019 and is a Commonwealth member of the Board. She was reappointed in May 2024 for a further 3-year term commencing October 2024.

Over more than 20 years, Clare has acquired significant leadership experience in the Australian energy industry and has worked extensively on a range of energy-related matters.

In September 2024 Clare was appointed as Chair of the Regulator Leadership Cohort. Before joining the AER, Clare was Deputy Chair of the Energy Security Board.

Other previous roles include senior executive positions within EnergyAustralia spanning corporate strategy, business development, policy, public and government affairs; and several roles at the Energy Supply Association of Australia, including Chief Executive Officer.

Clare began her career in the public service – initially in the UK and then at the Department of the Treasury.

Clare has a Bachelor of Commerce (Economics) and a Bachelor of Arts (Politics and History) from the University of Melbourne and is a Graduate of the Australian Institute of Company Directors.

Deputy Chair



Justin Oliver

Justin Oliver was appointed a Commonwealth member of the AER Board in February 2020 and was appointed as Deputy Chair of the AER Board commencing 26 June 2024.

Justin was formerly a partner of MinterEllison, specialising in competition law and energy regulation. Before joining MinterEllison he was the head of the ACCC's regulatory law practice, advising on all aspects of energy, communications and transport regulation; and he became the head of legal for the AER upon its creation in 2005. Justin has also worked as a senior lawyer in the Victorian Department of Premier and Cabinet.

For 2 decades, Justin has acted for governments, regulators and industry participants involved in all parts of Australia's energy sector. He has worked extensively on a range of relevant issues, including gas pipeline access arrangements and electricity network determinations; energy policy reform; and a range of compliance and enforcement issues under laws governing the operation of wholesale energy markets, energy networks and energy retail businesses.

Justin holds a Bachelor of Economics and Bachelor of Laws (Honours) from Monash University.



Jim Cox PSM

Jim Cox was Deputy Chair of the AER Board up to 25 June 2024 and retired as a member on 25 September 2024.

Jim has held positions with the Reserve Bank of Australia, the Australian Government Department of the Prime Minister and Cabinet and the Social Welfare Policy Secretariat of the Australian Government Department of Social Security. He was a principal economist at the Office of the Economic Planning Advisory Council between 1986 and 1989. Between 1989 and 1992 he was a consultant to the New South Wales Cabinet Office. Jim was Principal Adviser to the Government Pricing Tribunal of New South Wales from 1992 and was a member of the Independent Pricing and Regulatory Tribunal (IPART) from January 1996 to September 2013. He was Acting Chairman of IPART in 2004, 2009–10 and 2011 and a visiting fellow at Monash University in 1985.

Jim assisted the New Zealand Government with social policy changes during the early part of 1991.

Jim was awarded the Public Service Medal in the Australia Day honours list in 2011 for outstanding public service to IPART.

Members



Lynne Gallagher

Lynne Gallagher was appointed a state/territory member of the AER Board in June 2023.

For over 15 years, Lynne has championed major reforms and systems design change in Australia's energy sector to achieve better outcomes for people and communities. Before working in the energy sector, Lynne held senior executive leadership roles in business, including in the finance, infrastructure and superannuation sectors; and in the public sector, including the Australian Government Department of the Prime Minister and Cabinet and the Treasury.

Prior to joining the AER, from March 2020 Lynne was the Chief Executive Officer of Energy Consumers Australia – the national voice for households and small business energy consumers.

Lynne is an advisory council member at the Monash Energy Institute and Western Sydney University's Urban Transformations Research Centre. She is also a member of Energy Safe Victoria's Future Trends Advisory Council and sits on the Advisory Board for the Pacific Energy Institute.

Lynne holds a Bachelor of Economics from the Australian National University and has completed Harvard University's Applied Behavioural Insights for Public Policy program and the Executive Leadership Program at Mt Eliza Business School.



Jarrod Ball

Jarrod Ball was appointed a state/territory member of the AER Board in May 2023.

Prior to joining the AER, Jarrod was Chief Economist at the Committee for Economic Development of Australia, leading their economic research and advocacy. He has over 20 years' experience in public policy, government relations and economics, working across state and federal governments and major Australian companies such as EY and BHP. Jarrod has provided economic and policy advice to governments across the energy, transport and telecommunications sectors, including as a lead adviser on microeconomic reform in the Victorian Government.

Jarrod has also held several board and committee positions across government and business and until recently was an Adjunct Associate Professor at Deakin Business School.

Jarrod holds a Master of Economics from Monash University and a Bachelor of Business and Bachelor of Arts from the University of Southern Queensland.



Kate Symons

Kate Symons was appointed as a state/territory member to the AER Board in September 2024.

She is a lawyer with qualifications in public administration and corporate governance. Kate has experience across a number of sectors and particular expertise in risk, governance, and compliance and enforcement.

Kate served as a Commissioner for 8 years at the Essential Services Commission (Victoria), including a 5-year term as Chair from 2019 to 30 June 2024, regulating a number of sectors in Victoria, including energy, water, local government and transport and Victoria's energy efficiency program. Her leadership as Chair was key to the Essential Services Commission becoming a stronger, consumer-focused regulator with broader and more complex functions, including a strong compliance and enforcement focus, particularly in the Victorian energy sector.

Prior to this, Kate held roles including as solicitor assisting the Royal Commission into HIH Insurance and within the university sector and the Federal Court of Australia. She has worked in private legal practice, both in Australia and overseas.

Kate has a Bachelor of Arts and Bachelor of Laws (Hons) from the University of Adelaide, a Master of Public Administration from Flinders University and a Graduate Diploma of Applied Corporate Governance from the Governance Institute of Australia. She is also a graduate of the Australian Institute of Company Directors.

Managing the ACCC and AER

Committees

The decision making functions of the ACCC and AER are supported by the agency's committee framework, which comprises statutory committees and corporate governance committees. The ACCC and AER governance structure is shown in Figure 4.1.

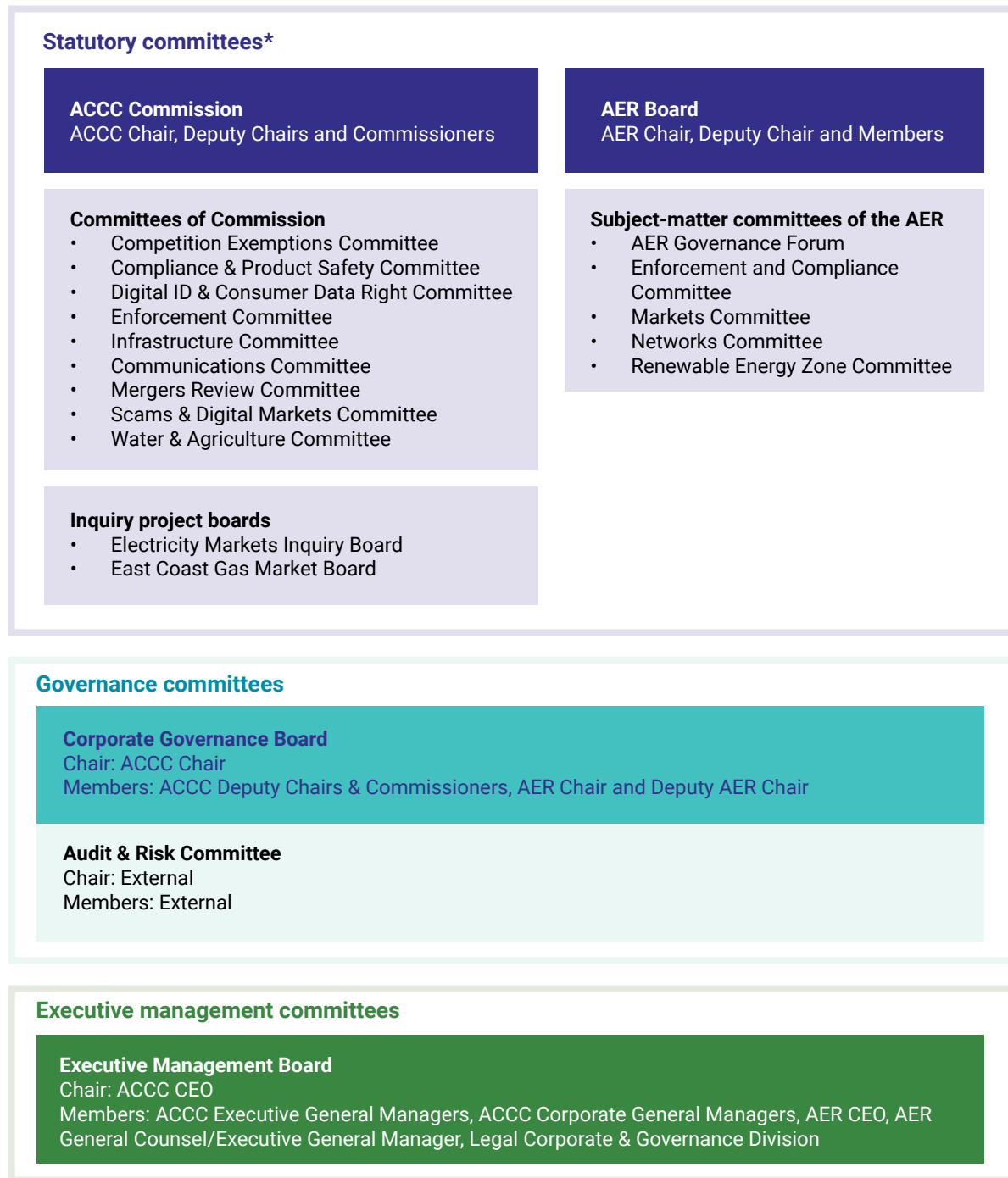
The ACCC makes statutory decisions through the Commission, aided by specialist subject-matter committees called Committees of Commission, comprising subgroups of Commissioners, and inquiry project boards.

The AER makes its decisions through its Board. The AER has 4 subject-matter committees: the Markets Committee, the Networks Committee, the Enforcement and Compliance Committee, and the Renewable Energy Zones Committee. The committees do not make statutory decisions. They are designed to be less formal than the Board and provide the opportunity for early and open discussion of issues. On 1 April 2025 the Chair of the AER established a division of the AER known as the Renewable Energy Zone Division. The new division has the power to make statutory decisions under the New South Wales renewable energy zones framework.

Both the Commission and the AER Board may delegate certain other decisions and powers to Commissioners, Board members or senior employees.

The agency is also governed and its administration is overseen by governance committees.

Figure 4.1: ACCC and AER governance structure (as at 30 June 2025)



* Committees of Commission and Inquiry Project Boards are subject to change throughout the year as operationally required.

Statutory committees

Commission

The Commission meeting is the forum in which the ACCC exercises its decision making role under the *Competition and Consumer Act 2010* (Cth) (Competition and Consumer Act). Matters presented to the Commission for decision include mergers, authorisations and notifications; whether to begin court proceedings; whether to accept enforceable undertakings; and decisions about access to infrastructure facilities.

The requirements for Commission meetings are contained in section 18 of the Competition and Consumer Act.

The Commission is also discussed in Part 2.

Committees of Commission

The Commission is supported by several subject-specific committees that help streamline the Commission's decision making. Each committee comprises full-time members and, where appropriate, associate members who have expertise on the particular subjects that the committee considers. Table 4.3 provides a brief explanation of each committee.

Table 4.3: Committees of Commission – as at 30 June 2024

Committee	Members	Purpose
Competition Exemptions Committee	Mick Keogh (Chair), Philip Williams (Deputy Chair), Stephen Ridgeway	The committee considers authorisation applications, significant notifications of exclusive dealing and collective bargaining conduct, and significant certification trade mark applications. It subsequently refers all applications for authorisation to the Commission for decision. It sits as a division of the Commission under section 19 of the Competition and Consumer Act.
Infrastructure and Communications Committee	Infrastructure Anna Brakey (Chair), Philip Williams, Peter Crone Communications Anna Brakey (Chair), Gina Cass-Gottlieb Associate member: Adam Suckling	The Infrastructure Committee and the Communications Committee meet together under the banner of 'Infrastructure and Communications Committee'. The committees discuss and consider issues relating to transport, water and port functions, and a range of regulatory policy matters as well as regulatory and competition issues arising in the communications sector. The Communications Committee may sit as a division of the Commission under section 19 of the Competition and Consumer Act.
Digital ID and Consumer Data Right Committee	Peter Crone (Chair), Catriona Lowe (Deputy Chair), Gina Cass-Gottlieb	The committee oversees the ACCC's role in the implementation and enforcement of the government's Consumer Data Right, including the accreditation of participants and the granting of exemptions. It sits as a division of the Commission under section 19 of the Competition and Consumer Act.
Enforcement Committee	Gina Cass-Gottlieb (Chair), Stephen Ridgeway, Mick Keogh, Catriona Lowe, Philip Williams	The committee oversees the ACCC's enforcement program to ensure compliance with and enforcement of the Competition and Consumer Act. Its recommendations are referred to the Commission for decision.

Committee	Members	Purpose
Compliance and Product Safety Committee	Catriona Lowe (Chair), Mick Keogh (Deputy Chair)	The committee sets the policy and strategic direction for the ACCC's contacts (for example, through the Infocentre) and compliance and product safety functions; makes decisions about policy recommendations, law reform proposals and the exercise of relevant statutory powers and functions; and oversees the strategic compliance and education functions that relate to consumer, small business and product safety programs.
Mergers Review Committee	Philip Williams (Chair), Mick Keogh (Deputy Chair), Gina Cass-Gottlieb, Peter Crone, Stephen Ridgeway	The committee considers whether proposed mergers and acquisitions are likely to substantially lessen competition. Decisions to oppose a merger are referred to the Commission for decision.
Scams and Digital Markets Committee	Gina Cass-Gottlieb (Chair), Catriona Lowe (Deputy Chair), Peter Crone	The committee is a forum for strategic input, discussion and decision making within the ACCC relevant to the development and maintenance of the National Anti-Scam Centre, digital platform markets and related advisory and regulatory work.
Water and Agriculture Committee	Mick Keogh (Chair), Anna Brakey (Deputy Chair), Stephen Ridgeway	The committee considers matters related to competition and fair trading matters in agriculture markets, including industry codes, the ACCC's functions under the Water Act 2007 (Cth) and the development and implementation of water market integrity laws and a code regulating water markets intermediaries.

Inquiry project boards

Under the Competition and Consumer Act, the ACCC can be directed to undertake in-depth inquiries into certain matters and long-term monitoring activities into particular sectors. Inquiry project boards have been established to provide strategic guidance on these inquiries.

AER Board

The AER has its own Board which is an independent statutory entity. Board members are appointed under Part IIIAA of the Competition and Consumer Act, following a process outlined in the Australian Energy Market Agreement. The Board comprises 2 Commonwealth members and 3 state/territory members. One member is appointed as the Chair and another member is appointed as the Deputy Chair.

The Board meeting is the forum in which the AER exercises its decision making role under its statutory powers. During these meetings, the Board also provides strategic guidance and direction and oversees the AER's performance.

The Board is supported by 4 subject-specific committees (Networks, Compliance and Enforcement, Markets, and Renewable Energy Zone) to provide the opportunity for timely strategic direction and informal discussion between Board members and staff. The Renewable Energy Zone Division has been established with the power to make statutory decisions under the New South Wales renewable energy zones framework.

The Board is supported by the AER's legal and specialist staff who are engaged exclusively on energy matters. It also has access to the ACCC's specialist corporate, legal and economic staff.

The Board is further discussed in Part 2.

AER subject-matter committees

The AER has 4 subject-matter committees and a governance forum. Each is chaired by a member of the Board and meets fortnightly.

The committees are less formal than the AER Board and designed as forums for staff to seek early feedback and direction on work in progress prior to papers being submitted to the Board for formal decision.

Division of the AER

Since 1 April 2025, the Renewable Energy Zone Division was established as a Division of the AER under a direction of the Chair of the AER pursuant to section 44AAEC(1) of the Competition and Consumer Act. The Renewable Energy Zone Division has power to make statutory decisions of the AER under the *Electricity Infrastructure Investment Act 2020* (NSW) and the *Electricity Infrastructure Investment Regulation 2021* (NSW). The Renewable Energy Zone Division is constituted by the Chair of the AER and members of the Renewable Energy Zone Committee. The division meets as required, with 2 AER members forming a quorum. The AER is taken to consist of the Renewable Energy Zone Division when statutory decisions are made by the division under the New South Wales renewable energy zones framework.

Table 4.4: Subject-matter committees and Divisions of the AER – as at 30 June 2024

Committee	Members	Purpose
Markets Committee	Jarrold Ball (Chair), Lynne Gallagher, Justin Oliver, Anna Brakey	The committee is focused on market entry, exit and structure; wholesale and retail markets; and market performance, including reporting frameworks, publications and intelligence/surveillance.
Networks Committee	Lynne Gallagher (Chair), Kate Symons, Jarrod Ball	The committee is focused on the efficient regulation of monopoly infrastructure and incentivising networks to become platforms for energy services.
Enforcement and Compliance Committee	Justin Oliver (Chair), Kate Symons, Jarrod Ball	The committee is focused on compliance with and enforcement of the Energy Laws and Rules.
Renewable Energy Zone Committee	Jim Cox (Chair), Justin Oliver, Lynne Gallagher	The committee is focused on strategic oversight of the prioritisation, impact and timely decision making on matters relating to renewable energy zones in various Australian states, including New South Wales, Queensland and Victoria.
AER Governance Forum	Justin Oliver (Chair), Clare Savage, Kate Symons, Lynne Gallagher, Jarrod Ball, Anthea Harris	The forum is focused on AER's operational performance, risk management, strategic setting and corporate planning.
Renewable Energy Zone Division	Clare Savage, Justin Oliver, Kate Symons, Lynne Gallagher	The division is focused on the making of statutory decisions under the New South Wales renewable energy zones framework.

Corporate governance

The ACCC and AER corporate governance framework provides oversight of the agency's planning, performance, financial management, resource management and accountability.

The corporate governance framework consists of 2 types of committees:

- governance committees
- executive management committees.

Governance committees

Corporate Governance Board

The Corporate Governance Board is at the apex of the agency's corporate governance structure. During 2024–25 the Board met 7 times. The Corporate Governance Board, advised by the Audit and Risk Committee and by executive management committees, is well equipped to oversee our strong corporate and financial performance.

The responsibilities of the Corporate Governance Board include:

- strategy setting and corporate planning
- internal budgets and resource management
- performance monitoring and reporting
- risk oversight and management
- agency accountability.

Members: Gina Cass-Gottlieb (Chair), AER Chair or nominated representative, ACCC Deputy Chairs, AER Deputy Chair, and all other ACCC Commissioners.

Audit & Risk Committee

The ACCC and AER Audit & Risk Committee provides independent advice to the Accountable Authority (the ACCC Chair) through the Corporate Governance Board. Its functions are to review, report on and provide advice on the agency's financial reporting, performance reporting, risk oversight and management, and systems of internal control. The committee provides an annual written statement to the ACCC Chair setting out its views about these 4 areas.

The committee meets at least 4 times per year, as well as holding an additional meeting in August each year focusing on the agency's financial statements and performance reporting. The committee Chair also attends a meeting of the Corporate Governance Board at least once per year.

The Audit & Risk Committee's terms of reference are published on the [ACCC website](#).

Table 4.5: Audit & Risk Committee – 2024–25

Member	Qualifications, knowledge, skills or experience	Number of meetings attended/total number of meetings	Total remuneration (GST inc.)
Don Cross (Chair) Appointed as a member for 2 years commencing 1 June 2020, and as Chair commencing 1 July 2021. Reappointed as Chair from 1 July 2022 to 11 November 2023. Reappointed as Chair from 1 December 2023 to 30 November 2025.	Qualifications in accounting, business administration and fraud control, with strong risk management, audit and financial management expertise. Member of the Australian Society of Certified Practising Accountants and fellow of Chartered Accountants Australia and New Zealand. Extensive experience delivering internal audit and assurance services to the public sector, including at partnership level. Currently a member or chair of a number of federal government department and agency audit and risk committees.	5/5	\$23,430
Paula Goodwin Appointed as a member for 2 years, commencing 1 June 2021. Reappointed as a member from 1 June 2023 to 30 May 2026.	Masters level qualifications in National Security Policy Studies, Human Resources and Business Administration. Senior executive public sector experience includes A/g First Assistant Secretary, People, at the Australian Government Department of Immigration and Border Protection; Chief Operating Officer at the Australian Government Department of the Environment and Energy; and First Assistant Secretary at the Australian Government Department of Agriculture, Water and the Environment; and Group Executive Enterprise Service Bureau of Meteorology. Current role is First Assistant Secretary, Ministerial, Engagement and Communications, at the Department of Veterans' Affairs.	4/5	\$0 [#]
Fiona Bennett Appointed as a member for 2 years, commencing 1 July 2022. Reappointed 1 July 2024 to 30 June 2026.	Qualified Chartered Accountant. Fellow of the Australian Institute of Company Directors and Fellow of Chartered Accountants Australia and New Zealand. Senior executive positions in various entities, including as chief financial officer. Extensive senior experience in risk management, internal audit, external audit and financial and business management. Experienced non-executive director across ASX-listed companies and government entities. Significant experience as a board chair and chair of audit, risk and compliance committees.	5/5	\$14,000

[#] As an employee of the APS, Paula Goodwin does not receive additional remuneration for her role as a member of the ACCC and AER Audit & Risk Committee.

Executive management committees

The ACCC has a number of executive management committees that support the governance committees and help to ensure that the organisation is managed effectively.

Executive Management Board

The Executive Management Board manages the organisation in line with the expectations and limitations set by the Accountable Authority (the ACCC Chair) and the Corporate Governance Board.

Members: ACCC Chief Executive Officer (Chair), Executive General Managers, AER Chief Executive Officer, AER General Counsel, Chief Information Officer, Chief Finance Officer, General Manager Executive and Governance, General Manager People, and General Manager Strategic Communications.

The Executive Management Board is supported by subcommittees, led by senior managers, that provide advice to it as required.

Corporate and business plans

The ACCC and AER Corporate Plan 2024–25 meets the requirements of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act) and Public Governance, Performance and Accountability Rule 2014.

ACCC divisions and the AER prepare annual business plans that align operations and risk management with the strategic objectives and priorities set out in the [corporate plan](#), available on the ACCC website.

Internal audit, compliance and risk

Internal audit

The agency's internal audit program provides assurance that we are meeting our obligations and that our internal control environment adds value to the management and governance of our operations.

The following internal audits were conducted during 2024–25:

- business continuity plan testing
- contract management
- credit card use
- travel management
- learning and development – essentials training.

In 2024–25 the agency also developed and implemented an Audit and Review Guideline to help employees understand internal audit, external audits and internal review processes.

Internal compliance

The agency takes compliance with its obligations seriously and is committed to supporting a positive culture of compliance, in terms of both legal compliance and compliance with the spirit and intent of obligations.

The Risk, Assurance and Integrity team provides and administers the agency's overall framework for compliance management and undertakes activities to support and guide the work of agency personnel responsible for managing compliance with particular obligations and to also support governance and oversight bodies. The agency is pursuing initiatives to further increase the agency's compliance management capabilities.

Risk management

Risk management is a key element of our strategic planning, decision making and business operations. The ACCC and AER aim for best practice in managing risk by identifying priority exposures, addressing them through improvement strategies and contingency planning, and monitoring and reviewing residual risk.

The ACCC and AER Risk Management Framework has been established to deliver on our obligations under the PGPA Act and aligns with the Commonwealth Risk Management Policy. This framework formalises our risk management practices; sets out our risk appetite and tolerance statements; and details governance structures, policies and strategies to strengthen risk culture and review risk management performance.

The agency's risk culture is driven by the Chief Risk Officer. The agency has continued to implement its work program to increase its risk maturity level. This has included the implementation of risk management software and continued refinement of processes to support enterprise risk identification, risk assessment, risk reporting (including dashboard development and enhancement) and risk management learning and development.

The agency also participated in the Comcover Risk Management Benchmarking Survey, the results of which positively reflected the agency's work to increase risk maturity.

Business continuity

Business continuity management strengthens business resilience, lessening the likelihood of incidents that adversely affect ACCC and AER operations and minimising the impact if such incidents occur.

The ACCC and AER Business Continuity Plan was revised in March 2024 following an uplift of the agency's emergency management and business continuity arrangements. This uplift ensures the agency's arrangements are fit for purpose given our growing, hybrid and dispersed workforce. The Business Continuity Plan is regularly reviewed, tested and updated to ensure it continues to meet the needs of the agency. The next business continuity exercise is planned for the second half of 2024.

Ethical standards

The ACCC and AER take our ethical standards seriously in seeking to maintain the public's confidence in the integrity of the agency and our employees. To help drive our high integrity culture the agency appointed a Chief Integrity Officer, which was established in 2023.

Fraud and corruption control

The Fraud and Corruption Control Plan 2024–25 outlines the agency's approach to fraud and corruption prevention, detection, investigation, reporting and data collection, in line with legal obligations, including the updated Commonwealth Fraud and Corruption Control Framework effective from 1 July 2024.

Conflicts of interest

To ensure our independence and compliance with the law, and to maintain confidence in our agency, the ACCC and AER have strict procedures to identify and manage any interests that may give rise to an actual, perceived or potential conflict.

As statutory office holders, ACCC Commissioners and AER Board members are held to high standards of conduct. These standards arise from the high ethical standards we set ourselves and are backed by legislation, codes of conduct and the common law. The [Code of Conduct for Commission Members and Associate Members](#) was updated in June 2024 and is available on the ACCC website. The [AER Board Charter](#) was published in March 2025 and is available on the AER website.

ACCC Commissioners and AER Board members must provide an annual statement of material personal interests and not participate in matters in which they, or a member of their immediate family, may have an actual or perceived conflict of interest.

Given conflicts or perceived conflicts can arise at any time, agendas for meetings of the Commission and other committees/boards with decision making or oversight responsibilities have a standing item for and a practice of requiring the declaration of any interests that have not been previously declared.

The conflict of interest policy requires all real, perceived or potential conflicts of interest – along with agreed management actions – to be recorded in an online form for each employee. All employees, including SES and certain contractors, submit at least one conflict of interest declaration each year. Form completion rates are reported to senior management and follow-up continues until 100% completion has been achieved.

The conflict of interest policy also prohibits share trading in certain circumstances, including where there is a real or perceived conflict between the employee's official duties and responsibilities and their potential trading activities.

Gifts and hospitality

The agency has a Gifts and Hospitality Policy for ACCC Commissioners and agency employees. This policy has also been adopted in the AER Board Charter. The agency also regularly publishes Gifts and Hospitality Registers for statutory office holders and employees. A procedure and guidance are in place to support compliance with policy obligations.

ACCC Commissioners, AER Board members and employees are discouraged from accepting offers of gifts or hospitality to minimise the risk or perception of integrity compromise. The acceptance of gifts or hospitality is permitted in some limited circumstances outlined in policy – such as to avoid causing cultural offence – they are able to accept gifts or hospitality, but acceptance of all such offers must be disclosed.

External scrutiny

As an Australian Government agency, the ACCC and AER are held to account for their activities by a variety of external bodies, including:

- courts
- tribunals
- parliament
- agencies with administrative or regulatory oversight, including the Commonwealth Ombudsman and the Australian Commission for Law Enforcement Integrity.

Collectively, these bodies have the power to scrutinise and review our decisions and work, conduct inquiries and either overturn or uphold decisions of the ACCC and AER or make orders or recommendations for change. Each year the ACCC/AER reports on its interaction with these bodies to ensure transparency on external scrutiny.

Judicial decisions

There were no judicial review decisions in respect of decisions made by the ACCC in 2024–25.

In December 2024, Ergon Energy Queensland Pty Ltd sought judicial review of the AER’s decision to issue a compulsory information gathering notice under section 206 of the National Energy Retail Law. In May 2025, the Federal Court dismissed Ergon Energy’s application and ordered that Ergon Energy pay the AER’s costs of the proceedings.

Administrative Review Tribunal

There were no decisions by the Administrative Review Tribunal or its predecessor, the Administrative Appeals Tribunal, in respect of decisions made by the ACCC or AER in 2024–25.

Australian Competition Tribunal

No ACCC authorisation decisions or AER matters were before the Australian Competition Tribunal during 2024–25.

Parliamentary scrutiny

The ACCC and AER are required to regularly attend hearings of the standing committees on economics, communications, and environment, respectively, of both the House of Representatives and the Senate as part of the annual governance, performance and accountability cycle. This provides the opportunity for parliament to examine the operations of the agency and plays a key role in parliamentary scrutiny of the executive.

There were no significant findings regarding the operations of the ACCC and AER in the committees’ reports in 2024–25.

Agency capability reviews

There were no ACCC/AER agency capability reviews in 2024–25.

Australian National Audit Office

In June 2023 the Australian National Audit Office (ANAO) tabled a performance audit of financial regulators, including the agency. The audit assessed the effectiveness of probity management arrangements and made 5 recommendations which were all accepted and implemented during 2023–24. In 2024–25 the agency finalised the implementation of 9 opportunities for improvement also identified by the report.

No performance audits of the agency were undertaken by the ANAO in 2024–25.

Office of the Merit Protection Commissioner

The Merit Protection Commissioner did not receive any new applications for review relating to ACCC employees during 2024–25.

Office of the Australian Information Commissioner

Privacy

In 2024–25 there were no privacy complaints made to the Privacy Commissioner in relation to the ACCC/AER.

Freedom of information

In 2024–25, the Australian Information Commissioner did not publish any decisions under the *Freedom of Information Act 1982* (Cth) (FOI Act) in relation to the ACCC.

In 2024–25, the Australian Information Commissioner did not publish any decision under the FOI Act in relation to the AER, finding that the document was exempt from release. The Australian Information Commissioner did not publish any decision under the FOI Act in relation to the AER.

Agencies operating under the FOI Act must publish information for the public as part of the Information Publication Scheme. This requirement has replaced the former requirement to publish a statement in the annual report. Each agency's website must include a plan that shows the information it publishes in accordance with the scheme's requirements. The ACCC and AER's Information Publication Scheme statement pursuant to Part II of the FOI Act can be found on the ACCC's website under [Freedom of information](#).

Commonwealth Ombudsman

The Commonwealth Ombudsman can investigate complaints made about our activities, including those made under the Service Charter of the [ACCC](#) or [AER](#). The Ombudsman's jurisdiction arises under the *Ombudsman Act 1976* (Cth). It can resolve disputes through consultation or negotiation or by making recommendations.

The Commonwealth Ombudsman did not issue any reports in relation to the operations of the ACCC/AER during the relevant period.

National Anti-Corruption Commission

In 2024–25 the ACCC Chair had no cause to refer a corruption issue to the National Anti-Corruption Commissioner in accordance with section 33 of the *National Anti-Corruption Act 2022* (Cth).

Developments affecting our operations or financial results

No developments during or since the end of the financial year have affected, or may affect, our operations or financial results.

Significant issues reported to the Minister

There were no significant issues reported to the Minister in 2024–25.

Correction of material errors in previous annual reports

Correction to AER 2021–22, 2022–23 and 2023–24 results for performance measure 3.3: The published results used RIN data that did not account for residential customers being on both cost-reflective tariffs (CRT) and non-cost-reflective tariffs (non-CRT) and so was subject to double counting. The relevant methodology has been amended to clarify that the measure is for residential customers and to remove the risk of double-counting data in the future.

Procurement

The ACCC uses Australian Government resources and spends public money in accordance with the requirements of the PGPA Act and the Commonwealth Procurement Rules.

Responsibility for procurement lies with the financial delegates in each business unit, who have support from a central procurement team. The team advises on risk management, probity, compliance with procurement policy and contract management. Procurement processes are managed by business units with central procurement involvement commensurate with the scale, scope and risk of the procurement. The central procurement team provide a compliance review of all procurements valued over \$10,000 to ensure that we comply with the Commonwealth Procurement Rules and relevant connected policies

Information on all ACCC contracts awarded with a value of \$10,000 (inclusive of GST) or more is available on the AusTender [website](#).

The ACCC had no exempt contracts for the financial year.

There were no contracts of \$100,000 or more (inclusive of GST) during 2024–25 that did not provide for the Auditor-General to have access to the contractor's premises.

The ACCC supports small business participation in the Australian Government procurement market through:

- the Small Business Engagement Principles (outlined in the government's Industry Innovation and Competitiveness Agenda), such as communicating in clear, simple language and presenting information in an accessible format
- the use of the Commonwealth Contracting Suite for low-risk procurements valued under \$200,000
- electronic systems or other processes used to facilitate on-time payment performance, including the use of payment cards.

Small and medium enterprise (SME) and small enterprise participation statistics are available on the Department of Finance [website](#).

Information on procurements expected to be undertaken in the coming year is included in the ACCC's annual procurement plan. This plan is updated as and when circumstances change.

Consultancy and non-consultancy contract expenditure reporting

Consultancy contracts

During 2024–25, 35 new reportable consultancy contracts were entered into involving total actual expenditure of \$3.9 million. In addition, 35 ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$3.2 million.

Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender [website](#).

Decisions to engage consultants during 2024–25 were made in accordance with the PGPA Act and related regulations, including the Commonwealth Procurement Rules and relevant internal policies. The Commission selects consultants through the use of panel arrangements or by making an open approach to market.

The ACCC and AER engage consultants where we lack specialist expertise or when independent research, review or assessment is required. Consultants typically investigate or diagnose a defined issue or problem; carry out reviews or evaluations; or provide independent advice, information or creative solutions to assist ACCC or AER decision making.

Table 4.6: Expenditure on reportable consultancy contracts 2024–25

	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	35	3,852,052
Ongoing contracts entered into during a previous reporting period	35	3,187,489
Total	70	7,039,541

Table 4.7: Organisations receiving a share of reportable consultancy contract expenditure 2024–25

Name of organisation	Expenditure \$ (GST inc.)
Energy Market Consulting associates (ABN 75 102 418 020)	1,725,284
ACIL Allen Consulting Pty Ltd (ABN 68 102 652 148)	816,772
Folk Pty Limited (ABN 87 073 263 457)	450,767
Lonergan Research Pty Ltd (ABN 34 138 789 401)	306,672
Axiom Economics Pty Ltd (ABN 15 612 654 252)	291,885

Non-consultancy contracts

During 2024–25, 653 new reportable non-consultancy contracts were entered into involving total actual expenditure of \$81.7 million. In addition, 468 ongoing reportable non-consultancy contracts were active during the period, involving total actual expenditure of \$84.8 million.

Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender [website](#).

Table 4.8: Expenditure on reportable non-consultancy contracts 2024–25

	Number	Expenditure \$ (GST inc.)
New contracts entered into during the reporting period	653	81,707,428
Ongoing contracts entered into during a previous reporting period	468	84,771,214
Total	1121	166,478,642

Table 4.9: Organisations receiving a share of reportable non-consultancy contract expenditure 2024–25

Name of organisation	Expenditure \$ (GST inc.)
Ventia Property Pty Ltd (ABN 16 618 028 676)	17,994,749
Datacom Systems (AU) Pty Ltd (ABN 39 135 427 075)	16,164,659
Australian Government Solicitor (ABN 69 405 937 639)	9,054,500
Johnson Winter & Slattery (70 843 523 318)	8,996,020
Ernst & Young Actuarial Business (ABN 75 288 172 749)	7,193,904

The ACCC recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's [website](#).

Grant programs

Neither the ACCC nor the AER administer any grant programs.

Asset management

The ACCC's asset management framework incorporates asset policies and procedures that enable the efficient acquisition and effective management of assets.

Assets managed by the ACCC include:

- buildings, including fit-outs and leasehold improvements
- infrastructure, plant and equipment, including office equipment, furniture and fittings and computer equipment
- intangibles, including computer software.

In 2024–25 we undertook a comprehensive independent fair value assessment of our buildings, infrastructure, plant and equipment to confirm the validity and value of our asset portfolio.

Environmental sustainability

Mandatory environmental reporting

The agency is required to report annually on its environmental performance under the *Environment Protection and Biodiversity Conservation Act 1999* (Cth). This is covered in full in Appendix 6.

Commonwealth Climate Disclosure

Commonwealth Climate Disclosure is the Government's policy for Commonwealth entities to publicly disclose their exposure to climate-related risks and opportunities, as well as their actions to manage them, delivering transparent and consistent climate disclosures to the Australian public.

Under the policy, non-corporate Commonwealth entities are required to complete climate disclosures. As the ACCC meets the thresholds of Tranche 1 in the [CCD Policy Architecture](#), we are required to start including climate disclosures in our Annual Report from FY2024–25. This climate statement has been prepared in accordance with the [Year 1 Reporting Provisions](#) for Tranche 1 entities.

Governance

Effective governance is crucial to enabling the ACCC Chair, as our accountable authority, to oversee our agency's management of climate-related risks and opportunities. With a comprehensive governance framework already in place, we use existing policies and procedures to manage all our enterprise risks and opportunities, including those relating to climate change. This ensures we are delivering on our obligations under the [Australian Government's Approach to Climate Risk and Opportunity Management in the Public Sector 2024–2026](#). The ACCC's Corporate Governance section (Part 4 – Managing the ACCC and AER) and the Risk Management section (Part 4 – Managing the ACCC and AER) can be referenced for further information on our agency-wide approach to governance, risk management, related policies and procedures and the roles and responsibilities of our executive committees.

As Australia transforms to a more sustainable economy, numerous competition issues are likely to arise. A number of Divisions within the ACCC/AER have specific areas of focus on sustainability and have been actively considering competition, consumer and infrastructure regulation issues connected to climate change and the transition to a low emissions economy. The ACCC also plays an important role in educating consumers and businesses about their rights and responsibilities, and we continue to investigate claims made by businesses in relation to sustainability to promote accurate information in the market and fair competition. The ACCC has published principles-based greenwashing guidance which can be found in our [Corporate Plan](#).

Our strategy to reduce emissions aligns with the [APS Net Zero in Government Operations Strategy](#) and is set out in our publicly available [Emissions Reduction Plan](#).

Our approach to climate governance

Our climate governance is underpinned by our agency's Risk Management Framework and Risk Management Policy, established in accordance with our Accountable Authority's Instructions, the *Commonwealth Risk Management Policy (2023)*, *ISO 31000:2018 Risk Management Guidelines*, and the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). Our Risk Management

Framework aligns with Section 16 of the PGPA Act, which requires our ACCC Chair to establish and maintain internal systems for oversight and management of risk.

The ACCC Chief Risk Officer oversees the agency's strategy and risk management processes, including the provision of leadership, oversight and strategic direction in relation to risks and opportunities, including making decisions in relation to climate-related risks and opportunities. The ACCC Chair oversees the setting of targets related to climate-related risks and opportunities, as set out in our [Emissions Reduction Plan](#), and monitors progress towards those targets.

The ACCC Chair, Chief Risk Officer and Corporate Governance Board will continue working closely with the Audit and Risk Committee to ensure our climate risk management practices align with the Climate.

Risk and Opportunity Management Program's (CROMP) tools and resources. This process ensures climate-related risks and opportunities are appropriately identified, assessed, prioritised and managed across our agency.

The governance structure associated with climate risk management is consistent with the agency's Risk Management Framework which includes executive management and Commissioners (including the ACCC Chair) – see the Risk Management Governance Structure and the Corporate Governance section of the Annual Report. In addition to these roles, climate risk is also managed in the agency through the roles and responsibilities outlined in Table 4.10.

Table 4.10: Climate Risk Roles and Responsibilities

Role	Responsibility
ACCC Chair	The ACCC Chair is the accountable authority of the Commission, who is the ultimate decision-maker, responsible for establishing and maintaining internal risk management systems under the PGPA Act. This includes ensuring that climate-related risks and opportunities are appropriately identified, prioritised, managed, monitored and disclosed.
Sustainability Taskforce	The ACCC's Sustainability Taskforce was set up to build expertise, inform and coordinate whole-of-agency efforts to support environmental sustainability through its regulatory functions. The Sustainability Taskforce advises and supports the ACCC to: ■ use its consumer protection, competition, and economic regulation tools to enable markets to deliver Australia's environmental sustainability objectives ■ inform and advise government and industry to consider competition, fair trading and consumer issues when pursuing environmental sustainability ■ grow its capability as a regulator of markets increasingly impacted by climate change and the transition to a low emissions economy ■ take a best practice, coordinated and big picture approach as it considers environmental sustainability across its work program.
Chief Risk Officer	Responsible for overseeing the Commission's risk management framework and governance, as well as advising the ACCC Chair and Corporate Governance Board on risk management.
Audit and Risk Committee	Under the Audit and Risk Committee charter, the Audit Committee monitors the Commission's risk management framework and reviews and provides advice on the adequacy of systems and processes for managing risk, including climate-related risks, in keeping with the Commonwealth Risk Management Policy. The Committee meets at least 4 times per year with risks escalated to the entity Accountable Authority in accordance with the ACCC's risk framework.
Risk, Assurance and Integrity Team	Responsible for designing, building, and implementing our risk management framework, developing internal capability to manage risk, promoting positive risk culture and supporting the ACCC through the CROMP process.

Role	Responsibility
Property Services Team	Responsible for monitoring and reporting on the agency's emissions and progress towards net zero and supporting the ACCC through the CROMP process.
Environment Network	The Environment Network explores the ways the ACCC/AER and its employees can contribute to sustainability and other environmental objectives including climate risks and opportunities. The Environment Network is a group of ACCC/AER employees who have an interest in leading more sustainable lives at work and outside of work. The network aims to meet every couple of months, typically focused on a speaker, theme or topic. Network events and activities are coordinated by the ACCC/AER Environment Champions.

Climate risk capability

The Commonwealth Risk Management Policy requires that Commonwealth entities have an appropriate level of risk management capability. To ensure our agency is equipped with the in-house capability to manage climate-related risks, we have mandated that all members of the Property Services Team and members of the Risk, Assurance and Integrity team complete the first 3 Climate Risk and Opportunity Management Program (CROMP) training modules.

During the next reporting period, we will expand training as appropriate, assess our in-house climate skills and capability and report any gaps to our Accountable Authority through our Audit and Risk Committee and Corporate Governance Board papers.

Risk Management and Strategy

Climate risk governance and accountability

The ACCC started work on our first climate risk and opportunity assessment this year in accordance with our obligations under [The Australian Government's Approach to Climate Risk and Opportunity Management in the Public Sector 2024–2026](#), and in line with the Climate Risk and Opportunity Management Program's (CROMP) [Organisation Application Guide](#).

The ACCC has commenced Stage 1 of the CROMP – Scoping the assessment which has included members of the Property Services and Risk, Assurance and Integrity teams undertaking the key climate risk training modules and reviewing the CROMP resources published by the Department of Climate Change, Energy, the Environment and Water. Initial discussions about key areas of potential climate risks and opportunities for the agency also occurred with senior management, the Chief Risk Officer and the Risk, Assurance and Integrity team as part of the enterprise risk process in Q2 2025. This has provided an understanding of the required governance, values at risk to be assessed, geographic regions of interest and stakeholders to be engaged as part of Stage 2 planned for FY2025–26. The effects of our identified climate-related risks and opportunities will be assessed using the likelihood and consequence evaluation criteria from our existing Risk Management Framework. Climate-related risks and opportunities will be prioritised based on their residual risk rating against our Risk Appetite Statement.

Our risk management process is outlined in Part 4 – Managing the ACCC and AER of our Annual Report. Climate risks and opportunities will be managed and monitored using our existing governance structure and risk systems, policies and tools. The ACCC will review our existing risk management processes and related policies and consider improved ways to identify, prioritise, monitor, manage and oversee climate-related risks and opportunities. This is to ensure that appropriate balances are in place to achieve positive climate outcomes against operational requirements, cost and timing considerations, and availability of resources.

The Property Services team will work with the Risk, Assurance and Integrity team to embed the CROMP process into the agency's Risk Management Framework. We will review and refine this process as we continue our work under CROMP. As this is the first year the agency has commenced a climate risk and opportunity assessment, its processes have not changed from the previous reporting year.

ACCC Risk Appetite

The ACCC's risk appetite varies in respect of 3 broad categories of risk that the agency encounters: internal risks going to performance, internal risks going to governance and administration, and external risks.

In respect to risks that arise from the broader environment (external risks) that include climate-related risks, the agency will engage and take advantage of opportunities as they arise, while also protecting against risks that may otherwise compromise the agency's operations or its people. Engagement with external risks of this nature will always be informed and considered with regard to the costs and benefits of particular courses of action.

Strategy

We intend to build on the initial climate risk and opportunity scoping work in the next reporting period. This will include assessing the agency's material climate risks and opportunities in line with the CROMP and describing the current and anticipated effects of these risks and opportunities on the agency's operating model.

Metrics and targets

APS Net Zero 2030 is the Government's policy for the Australian Public Service (APS) to reduce its greenhouse gas emissions to net zero by 2030 and transparently report on its emissions. As part of the Net Zero in Government Operations Strategy and the reporting requirements under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999*, Commonwealth entity's such as the ACCC are required to report on their operational greenhouse gas (GHG) emissions.

Emissions Reporting

Our greenhouse gas emissions are calculated using the [Australian Public Service Net Zero Emissions Reporting Framework](#).

In line with the APS Net Zero 2030 – the government's policy for the Australian Public Service (APS) to reduce its greenhouse gas emissions to net zero by 2030 – greenhouse gas emissions reporting has been developed with methodology that is consistent with the whole-of-Australian-Government approach. The agency is required to publicly report on our operational emissions. Reporting of the ACCC and AER's 2024–25 emissions is included above. The Department of Finance published a consolidated whole-of-government report before the end of 2025.

Table 4.11 ACCC and AER's 2024–25 emissions

2024–25 GREENHOUSE GAS EMISSIONS INVENTORY – LOCATION BASED METHOD				
Emission Source	Scope 1 t CO2-e	Scope 2 t CO2-e	Scope 3 t CO2-e	Total t CO2-e
Electricity (Location Based Approach)	N/A	362.85	34.88	397.73
Natural Gas	1.15	N/A	0.29	1.44
Solid Waste	-	N/A	0.12	0.12
Refrigerants	-	N/A	N/A	-
Fleet and Other Vehicles	-	N/A	-	-
Domestic Commercial Flights	N/A	N/A	711.07	711.07
Domestic Hire Car	N/A	N/A	2.03	2.03
Domestic Travel Accommodation	N/A	N/A	159.06	159.06
Other Energy	-	N/A	-	-
Total t CO2-e	1.15	362.85	907.44	1,271.45

Note: the table above presents emissions related to electricity usage using the location-based accounting method.
CO2-e = Carbon Dioxide Equivalent.
n/a = not applicable

2024 25 ELECTRICITY GREENHOUSE GAS EMISSIONS				
Emission Source	Scope 2 t CO2-e	Scope 3 t CO2-e	Total t CO2-e	Electricity kWh
Electricity (Location Based Approach)	362.85	34.88	397.73	558,232.35
Market-based electricity emissions	309.35	42.01	351.36	381,908.58
Total renewable electricity consumed	n/a	n/a	n/a	176,323.78
Renewable Power Percentage ¹	n/a	n/a	n/a	101,570.38
Jurisdictional Renewable Power Percentage ^{2,3}	n/a	n/a	n/a	74,753.40
GreenPower ²	n/a	n/a	n/a	-
Large-scale generation certificates ²	n/a	n/a	n/a	-
Behind the meter solar ⁴	n/a	n/a	n/a	-
Total renewable electricity produced	n/a	n/a	n/a	-
Large-scale generation certificates ²	n/a	n/a	n/a	-
Behind the meter solar ⁴	n/a	n/a	n/a	-

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO2-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

1 Listed as Mandatory renewables in 2023-24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).

2 Listed as Voluntary renewables in 2023-24 Annual Reports.

3 The Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).

4 Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.

The transition of property service providers under the Whole of Australian Government arrangements during the reporting period has resulted in incomplete property data. Any incomplete data resulting in changes to emissions calculations will be addressed within the Amendments Process, due in the first half of 2026.

Fleet vehicle emissions is not included because the one vehicle used for remote NT travel is no longer in service.

APS Net Zero 2030 Target

We are committed to leading climate action within the public sector and contributing to the [APS Net Zero 2030 target](#). See the [APS Net Zero Target Factsheet](#) for details including scope, emissions sources and timeframes. We have not deviated from the approach in this factsheet.

Our approach to reducing emissions is detailed in our publicly available [Emissions Reduction Plan](#) which reports on our entity's progress annually. This plan was approved by the ACCC Chair who will also monitor its ongoing performance through regular board meetings.

This year we made progress against our plan and the ACCC acknowledges employee involvement and contribution to maintain a workplace culture of environmentally sustainable work practices. We continue to support an internal Environment Network where all employees can facilitate new initiatives and help raise awareness or take action on the environmental issues. During 2024–25, the Environment Network:

- maintained container deposit schemes in several office locations
- celebrated World Environment Day
- held a nation-wide Ride2Work event to encourage sustainable transport
- continued to promote reduced printing across the organisation
- introduced a keep-cup library in several office locations to reduce disposable coffee cup usage
- promoted ideas for a sustainable festive season
- celebrated Clean up Australia Day.

The ACCC supports a holistic approach to sustainability and reducing carbon emissions across all areas including facilities and operations to delivering several environmental achievements:

- sublet of the Canberra office with a reduced footprint of 830 sqm
- follow-me printing and hybrid working arrangements has led to a substantive reduction of copy paper and stationery supply
- installation of LED lighting and motion sensors in office fit outs to reduce energy usage
- the introduction of an organic waste stream to kitchen/breakout areas where available
- a minimum of NABERS rating for offices above 2,000 sqm and 5.5 NABERS rating for the Sydney office, an increase from 5 stars
- high efficiency kitchen appliances used in Townsville minor fit-out project
- rolled out a new laptop model that has several improvements that make it more sustainable and energy-efficient than previous models. It's EPEAT Gold and TCO Certified that meets industry environmental and ethical standards. The laptops use post-consumer recycled plastics, and they are shipped in 100% plastic-free, recyclable packaging. For efficiency, it features newer Intel Evo or Ultra processors and energy-saving SSD storage. These updates help extend battery life – up to 15 hours – while reducing overall power consumption.

Commonwealth Climate Disclosure Index

This table covers the CCD Year 1 Criteria that are not covered by the content above in our climate disclosure.

Core Requirement	Response and cross reference
S1(a)–S1(b)	Achieved through S2–S4
S2(a)	A disclosure will be included in the next reporting period once our climate risk and opportunity assessment is complete.
S2(b)	
S2(c)	
S2(d)	As we complete the CROMP, we intend to align with the recommendations in the CROMP Organisation Application Guide noting the short term as 2030, the medium term as 2050 and the long term as 2090.
S3	We are using the CROMP methodology to complete the climate risk and opportunity assessments in full.
S4(a)(b)	A disclosure will be included in the next reporting period once our climate risk and opportunity assessment is complete.

Strategic objective 7: Improve our own systems, capabilities and ways of working

About this strategic objective

To achieve this strategic objective, we undertake the following key activities:

- 7.1 – Support our people to develop and meet their full potential and facilitate a diverse, respectful and inclusive culture.
- 7.2 – Modernise our ICT, improve the reliability, flexibility and security of our business and data systems, and enhance our data capabilities.
- 7.3 – Adapt our ways of working to allow resources to be used flexibly to meet changing priorities and to adopt innovative practices commensurate with the level of risk.
- 7.4 – Further develop our standing as a world-class independent regulator through external engagement and internal collaboration to support robust and transparent decision making that is responsive to complex challenges and demands.

Performance indicators

Table 4.12: Performance indicators for strategic objective 7

	2021–22	2022–23	2023–24	2024–25	
Performance indicator				Target	Result
7a. Agency APS census ‘wellbeing’ score	ACCC: 78% (2022) Unchanged from 2021 AER: 74% (2022) Down 1% from 2021	ACCC: 78% (2023) Unchanged from 2022 AER: 71% (2023) Down 3% from 2022	ACCC: 77% (2024) Down 1% from 2023 AER: 74% Up 3% from 2023	> 77%	ACCC: 77% (2025) Unchanged from 2024 AER: 74% Unchanged from 2024
Methodology: Positive percentages are calculated by adding together positive responses (e.g. strongly agree + agree, or always + often) and dividing by the number of respondents who answered the questions					
Data source: APS Census results					
Related regulator best practice principles: 1					
Related key activities: 7.1					
7b. Agency APS census ‘employee engagement’ score#	79%#	79%#	79%#	> 79%	79%

	2021–22	2022–23	2023–24	2024–25
Performance indicator				Target Result

Methodology: Positive percentages are calculated by adding together positive responses (e.g. strongly agree + agree, or always + often) and dividing by the number of respondents who answered the questions

Data source: APS Census results

Related regulator best practice principles: 1

Related key activities: 7.1

7c. The percentage of positive responses to APS Census survey questions about whether employees have the appropriate skills, capabilities and knowledge to perform well	ACCC: 86% (2022) Down 3% from 2021 AER: 81% (2022) Down 2% from 2021	ACCC: 85% (2023) Down 1% from 2022 AER: 79% (2023) Down 2% from 2022	ACCC: 86% (2024) Up 1% from 2023 AER: 79% Unchanged from 2023	> 86%	ACCC: 85% (2025) Down 1% from 2024 AER: 78% Down 1% from 2024
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Methodology: Positive percentages are calculated by adding together positive responses (e.g. strongly agree + agree, or always + often) and dividing by the number of respondents who answered the questions

Data source: APS Census results

Related regulator best practice principles: 1

Related key activities: 7.1

7d. Continue to reduce the agency's gender pay gap*	5.2%*	5.0%	1.6%	< 5%	1.6%
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Methodology: The percentage difference between the average annual, full-time equivalent earnings of male and female employee cohorts (male average minus female average, divided by male average). Consistent with methodology used by the Workplace Gender Equality Agency^

Data source: Aurion (Internal Human Resources (HR) records management system)

Related regulator best practice principles: 1

Related key activities: 7.1

7e. Percentage of employees who identify as Indigenous	1.4% (Internal HR records management system) 1.2% (APS Census)	1.6% (Internal HR records management system) 1.4% (APS Census)	2.2% (Internal HR records management system) 2% (APS Census)	3%	2.3% (Internal HR records management system) 2% (APS Census)
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Methodology: As at 30 June of the reporting period, the total number of employees who identify as Indigenous in Aurion divided by the total number of employees, expressed as a percentage. APS Census – the total number of survey respondents who identify as Indigenous, divided by the total number of survey respondents who answered the question, expressed as a percentage

Data source: Aurion (Internal HR records management system) and APS Census results

Related regulator best practice principles: 1

Related key activities: 7.1

Performance indicator	2021–22	2022–23	2023–24	2024	25
				Target	Result
7f. Percentage of employees who identify as a person with disability	4.4%	4.9%	4.8%	7%	4.8%
	(Internal HR records management system)	(Internal HR records management system)	(Internal HR records management system)		(Internal HR records management system)
	7.4% (APS Census)	9.4% (APS Census)	10% (APS Census)		12% (APS Census)

Methodology: As at 30 June 2025 of the reporting period, the total number of employees who identify as a person with a disability in Aurion divided by the total number of employees, expressed as a percentage. APS Census – the total number of survey respondents who identify as a person with a disability, divided by the total number of survey respondents who answered the question, expressed as a percentage

Data source: Aurion (Internal HR records management system) and APS Census results

Related regulator best practice principles: 1

Related key activities: 7.1

7g. Number of security awareness activities delivered to drive a security aware culture ^{##}	18	18	18	12	17
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Methodology: Count of security awareness activities recorded

Data source: Internal records

Related regulator best practice principles: 1 and 2

Related key activities: 7.1 and 7.2

7h. Overall ICT system availability ^{##}	99.48%	99.91%	99.9%	99.9%	99.9%
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Methodology: Total number of minutes during the time period minus the number of minutes of outages divided by the total number of minutes during the time period, expressed as a percentage

Data source: Audit logs from internal IT systems such as onsite servers and external IT systems such as those associated with telephony and cloud services

Related regulator best practice principles: 1

Related key activities: 7.2

[#] Performance indicator 7b was not measured in annual reports previous to 2023–24. The previous results here are taken from the APS Employee Engagement Index for the ACCC and AER.

^{*} In 2022 we updated our methodology for calculating the gender pay gap to adjust how we control for long periods of leave without pay. Therefore, results reported prior to 2022 are not directly comparable, as they were calculated differently. The 2020 and 2021 results were previously reported as 5.4% and 6.5%, respectively; however, using the updated calculation method, they would have both been 5.2%.

[^] The Workplace Gender Equality Agency methodology is based on calendar year, consistent with that agency's reporting, rather than financial year, which is why the result is for 2023 rather than 2024.

^{##} Performance indicators 7g and 7h were not measured in annual reports previous to 2021–22.

Key activity 7.1: Support our people to develop and meet their full potential and facilitate a diverse, respectful and inclusive culture

About this key activity

Our culture is built on a foundation of care, support and inclusion – for our people to perform at their best, we foster an environment where everyone can thrive. We support connection, collaboration and sharing of skills, knowledge and support. We prioritise the wellbeing of our people and empower them to work autonomously and flexibly. For example, we:

- develop strong frameworks for attracting, recruiting, inducting and providing careers for talented people
- ensure that our employee value proposition is fit for purpose and that our people bring it to life in everything that they do
- ensure we have a safe, flexible workforce and workplace, adapting our support given evolving requirements
- invest in leadership capability, supporting professional development and individual performance with ongoing feedback
- partner with managers to build their leadership capabilities and embed practical plans for their work areas
- deliver wellbeing and inclusion programs to support people to be their best
- develop and administer employment frameworks and terms and conditions of employment that drive organisational performance
- ensure that employee related expenses such as payroll are disbursed accurately and on time.

In the 2025 census results, 88% of our employees advised they would recommend the agency as a place to work, with 81% saying they were satisfied with their job.

Capability building

For the ACCC and AER, there was a marginal decrease in the percentage of positive responses to APS Census survey questions about whether employees have the appropriate skills, capabilities and knowledge to perform well (performance indicator 7c). However, both the ACCC and AER still achieved high scores of 85% and 78% respectively. This is a robust outcome relative to the APS average of 78%, noting that ACCC is in the top 5 of large agencies for most census indicators.

ACCC and AER employees continue to demonstrate high engagement by maintaining an engagement index score of 79% (performance indicator 7b) in the 2025 APS Census. This score is consistent with our previous year's result and is 4% higher than the APS overall.

As discussed under key activity 7.3, the agency has introduced work area priority training and the Essentials program of training to support capability development. In 2024–25 we introduced Power BI dashboards to assist senior leaders with data-driven insights (also discussed under key activity 7.3).

Senior leaders can monitor a range of employee related information such as performance plan completion, leave usage, learning and development attendance through these self-service dashboards. In addition to quarterly performance meetings, managers are also encouraged to provide ongoing and regular feedback to build trust and support capability development.

APS reforms

In 2024–25, the ACCC took steps to bring core work in-house in line with the APS Strategic Commissioning Framework. Our target for 2024–25 was to bring \$658,514 (GST excl) of core work in-house in accounting and finance, compliance and regulation, and data and research. This target was achieved, with an actual reduction of \$658,514 (GST excl) in relevant supplier expenditure in 2024–25.

SES performance and behaviour expectations

In response to the release of the APSC's SES Performance Leadership Framework in August 2023, the ACCC has revised performance planning (new obligations will come into effect for the 2025–26 performance cycle), adjusting performance measures and moderation and refining performance reporting. This work will continue into 2025–26.

Wellbeing

In 2024–25, we continued to invest in supporting employees health and wellbeing. Central to this has been to engage expert providers to review our existing psychosocial health and safety infrastructure maturity and determine which areas to focus on in 2025–26. The review identified the following key recommendations:

- Further integrate a Psychosocial Risk Management System into the ACCC's existing Risk Management System.
- Enhance supportive leadership capability (psychosocial leadership) at all levels to manage psychosocial risk and position leaders as a protective factor.
- Clearly articulate and communicate escalation pathways to employees and leaders for psychosocial hazards and compromised mental health.
- Develop a mental health and wellbeing strategy to support a consistent approach to workplace mental health and wellbeing.
- Consider implementing an integrated case management system to effectively manage psychosocial incidents, injuries and cases.

In 2024–25, we provided a range of on demand and scheduled virtual training from expert providers. These sessions addressed topics including supporting and managing employees experiencing mental illness and a leader's role in psychosocial safety. A number of these and other internal and external resources are hosted on our learning management system (LMS) for employees to access at times that suit them.

Throughout 2024–25, our Work Health and Safety and Wellbeing team engaged across the agency to build skill in preventing and mitigating risks to psychological and psychosocial health and safety. For example, the team has:

- conducted tailored sessions for branches and teams on the agency's approach to psychological and psychosocial health and safety and the supports available to them
- continued to consult with business areas that are at high risk from hazards or that have identified areas of concern to minimise risk of injury
- began implementing the recommendations from the APS Review including developing a mental health and wellbeing strategy.

Different avenues of support for wellbeing are actively promoted to employees through our internal communication channels. We continued to promote our Employee Assistance Program, wellbeing webinars and access to the Peer Support Adviser Network.

We renewed our contract with our Employee Assistance Program, which now offers a wider range of services, including self-led cognitive behaviour therapy based programs, online total wellbeing assessments and specialist support lines such as Manager Assist. Our Employee Assistance Program services are also now available through the TELUS One app.

In addition to managing psychological matters, the team worked with employees experiencing physical discomfort or injury and exploring early medical, counselling or remedial support. Appendix 4 provides details of injuries, incidents and investigations.

Ergonomic awareness continued to be a focus in 2024–25. All employees were required to submit the remote work application to confirm their at home workstations remain compliant with ergonomic safety requirements. We conducted additional workstation assessments with employees who have particular needs or have experienced pain and discomfort.

Employees experiencing injury or illness who require assistance to remain engaged in their work or to return to work, for example employees with ongoing medical illness or who are recovering from acute medical conditions or musculoskeletal injury are supported through comprehensive case management. Where necessary, these employees also receive assistance from external occupational rehabilitation consultants so they get professional vocational rehabilitation support. In the 2025 APS Census results, 78% of employees said the agency did a good job of promoting health and wellbeing.

We continued to provide free influenza vaccinations to all employees, either at in office clinics or through an online voucher system and a Healthy Lifestyle Reimbursement which encourages employees to invest in their personal health and wellbeing activities.

Diversity and inclusion

Pay gap – measuring inclusion

For the past 5 years we have been measuring, understanding and responding to our gender pay gap. Calculating our gender pay gap helps us to measure how inclusive we are.

In 2020, we set a goal to reduce our pay gap to 3% by 2030 through regular gap analysis and ensuring no gender bias occurs in the remuneration review process. We have exceeded this goal early by reducing our pay gap to 1.6% in 2023.

Our goal now is to reduce the gap to 0% and to sustain it. We will do that by updating our Narrowing the Gap Strategy and continuing to identify and remove barriers to gender equality in the workplace.

Gender equality and counsel fees

The ACCC and AER are committed to meeting equitable briefing targets, which also support the objectives of the Law Council of Australia's Equitable Briefing Policy. We make a conscious effort to monitor and increase the number and value of briefs to female barristers, both senior and junior. As a result, since the Legal Services Directions (LSD) targets were introduced in 2018, we have consistently exceeded the overall targets for both senior and junior female counsel.

Annual reports published by the Australian Government Attorney-General's Department show that female barristers are starting to receive more briefs from the Commonwealth and Commonwealth agencies. This has been assisted by the LSD requirement, introduced in 2018, that Commonwealth agencies use all reasonable endeavours to select female counsel with relevant seniority, expertise and experience in the relevant practice area, with a view to:

- senior female barristers accounting for at least 25% of all briefs, or 25% of the value of all brief fees paid to senior barristers
- junior female barristers accounting for at least 30% of all briefs, or 30% of the value of all brief fees paid to junior barristers.

The ACCC and AER have demonstrated significant improvement over the last decade. In 2010–11, the ACCC/AER briefed female counsel only 13% of the time, with a value that was only 9% of the overall value of briefs. By 2023–24 this had increased to 57% of briefs going to female counsel, representing 37% of value.

This progress has been achieved because the agency has adopted an equitable briefing practice where ACCC/AER employees and panel firms are encouraged to select female barristers with relevant seniority, expertise and experience in the relevant practice areas where possible. The agency also has a practice of reviewing and seeking to increase rates paid to female counsel where they do not match the rates paid to male counsel of similar seniority and experience.

Diversity and Inclusion Strategy

The [ACCC/AER Diversity and Inclusion Strategy 2021–25](#) highlights 6 key focus areas:

- inclusive and safe workplace
- increased cultural competence
- improved data collection
- greater leadership accountability
- greater community representation
- reducing the gender pay gap.

Our work is evidenced through external commitments made in [the Innovate Reconciliation Action Plan](#), [Aboriginal and Torres Strait Islander Recruitment, Retention and Professional Development Strategy](#), [Disability Action Plan](#), [Gender Equity Action Plan](#), [Pride Plan](#) and [Cultural Diversity Plan](#). In the 2025 APS Census results, 93% of employees said the ACCC/AER supported and actively promoted an inclusive workplace culture.

We are working to meet the APS goal of at least 5% of our employees identifying as Indigenous by 2030. In 2024 we advanced our First Nations recruitment by enhancing our First Nations Employment Register and using Affirmative Measures. This included a large-scale APS6 and EL1 Affirmative Measures recruitment campaign. The First Nations Recruitment Committee sponsored placement of suitable candidates and supported their on-boarding and development.

Disability reporting

Australia's Disability Strategy 2021–2031 is the overarching framework for inclusive policies, programs and infrastructure that will support people living with disability to participate in all areas of Australian life. The strategy highlights practical changes that will be made to improve the lives of people living with disability in Australia. It ensures the principles underpinning the United Nations Convention on the Rights of Persons with Disabilities are incorporated into Australia's policies and programs that affect people with disability, their families and carers. All levels of government have committed to deliver more comprehensive and visible reporting under the strategy. A range of reports on progress of the strategy's actions and outcome areas will be published and available on the [Disability Gateway](#).

Disability reporting is included the Australian Public Service Commission's State of the Service reports and the APS Statistical Bulletin. These reports are available on the [Australian Public Service Commission](#) website.

The ACCC and AER are committed to providing a safe and inclusive culture and work environment where all employees feel they can self-identify and report a disability.

Our target was that, by 2025, 7% of our employees would identify as a person living with disability (performance indicator 7f). Based on our 2025 APS Census results, 12% of our employees identify as a person living with disability. Our internal human resources (HR) records management system recorded a lower result of 4.8%.

We have commenced work to improve our reporting capability so we can gain a better understanding of our people’s needs that goes beyond State of the Service requirements.

APS Values and Code of Conduct

The ACCC and AER are committed to driving a respectful culture that upholds and promotes the behaviours specified in the APS Values and Code of Conduct.

Employees learn about the APS Values and Code of Conduct as part of our Induction Program. Additional awareness training is offered through online courses, cultural awareness workshops and presentations, and leadership training.

The Appropriate Workplace Behaviour Policy and Guidelines make all employees aware of their obligations and avenues for reporting inappropriate behaviour. The Prevention of Workplace Sexual Harassment and Related Unlawful Conduct Policy sets out our commitment to providing a safe, inclusive and respectful work environment that is free from sexual harassment and related unlawful behaviours. This policy supports the agency to comply with positive duty obligations.

Alleged misconduct by employees may be dealt with under the APS Code of Conduct. In 2024–25 the agency commenced investigating 7 potential breaches of the code.

Our employee profile

More information on our employees and employee profile is in Part 1 and Appendix 2.

Table 4.13: ACCC turnover according to separation type 2024–25

Separation	Classification	Number of employees
External transfer or promotion	Non-SES	58
	SES	2
Retirement	Non-SES	4
	SES	2
Contract expired	Non-SES	16
Resignation	Non-SES	86
	SES	2
Other	Non-SES	7
Total		177

Table 4.14: AER turnover according to separation type 2024–25

Separation	Classification	Number of employees
External transfer or promotion	Non-SES	15
	SES	3
Retirement	Non-SES	3
Contract expired	Non-SES	3
Resignation	Non-SES	33
	SES	1
Other	Non-SES	2
Total		60

Employment agreements and remuneration

Enterprise agreement

The ACCC Enterprise Agreement 2024–2027 came into effect on 4 April 2024, following approval by the Fair Work Commission. The process of updating associated policies and procedures is well underway and will continue into 2026.

Senior executive remuneration

Remuneration for ACCC and AER members is determined by the Remuneration Tribunal in accordance with:

- the *Remuneration Tribunal Act 1973* (Cth)
- the Remuneration Tribunal (Remuneration and Allowances for Holders of Full-time Public Office) Determination 2024
- the Remuneration Tribunal (Remuneration and Allowances for Holders of Part-time Public Office) Determination 2024
- Mandatory executive remuneration reporting is detailed in Appendix 2.

Determinations

SES employees are subject to individual determinations covering remuneration, leave and a range of other employment conditions. Determinations are made in accordance with the *Public Service Act 1999* (Cth) and ACCC/AER SES remuneration policies and approved by the Chief Executive Officer or Chair.

Common law contracts and Australian Workplace Agreements

No employees were covered by common law contracts or Australian Workplace Agreements in 2024–25.

Non-salary benefits

Non-salary benefits provided to employees under the enterprise agreement include:

- the ability to work from our offices located across Australia in all capital cities and Townsville
- flexible working arrangements such as part-time work, flexible hours of work and the option to work from home up to 3 days a week
- access to paid study leave for tertiary education where it aligns with a course of study directly relevant to ACCC/AER employment
- access to extensive learning and development opportunities to support employees in their career with the ACCC/AER
- access to salary sacrificing
- annual incremental pay advancement based on performance
- annual flu vaccination program
- a one-off \$600 gross payment upon commencement with the agency to help in the setup of a home workstation
- a healthy lifestyle allowance – every year in March we reimburse up to \$299.99 for items related to maintaining a healthy lifestyle
- flex leave and time off in lieu arrangements
- 4 weeks of annual leave each year (pro-rata for part-time employees) with the option to purchase additional annual leave
- 20 days of personal leave per annum (pro-rata for part-time employees)
- end of year closedown during the December and January public holiday period
- 18 weeks of paid parental leave for primary caregivers (pro-rata for part-time employees)
- 11 weeks of paid parental leave for secondary caregivers, building to 18 weeks over the life of the agreement (pro-rata for part-time employees)
- 3 days of cultural leave per year for essential religious or cultural obligations
- paid time for lactation breaks and blood donation leave
- 6 days of leave for First Nations employees that can be used over 2 years for cultural and ceremonial purposes, and 1 day NAIDOC leave
- paid family and domestic violence leave
- access to sabbatical leave after 3 years of continuous service with the ACCC/AER.

More information can be found on the [ACCC website](#).

Key activity 7.2 Modernise our ICT, improve the reliability, flexibility and security of our business and data systems, and enhance our data capabilities

About this key activity

A key focus for us in 2024–25 was the transformation of our information and communication technology (ICT), data technologies and business systems to better position us to achieve our business objectives.

This has included continued development of the agency's ICT systems through ICT Portfolio Projects. These projects have built on the agency's Working Smarter Program that concluded last year, which created new regulatory capabilities. Projects this financial year have initiated new ways for external parties to securely submit evidence to the ACCC, created greater market monitoring capabilities, enhanced our capabilities to source data for government inquiries, and provided organisational leaders with greater insights through new data dashboards.

In addition to this work, the agency has built new technologies to support 2 major programs – Merger Reform and the National Anti-Scam Centre.

In April 2024 the Australian Government announced reforms to Australia's merger regime. In just over a year since the announcement, the agency has worked to ensure new technologies would be ready to support the new regime in its initial voluntary phase from 1 July 2025. This has included external portals for parties to submit matters through, a dedicated internal case management system, updated public registers, and enhanced knowledge management systems. Data reporting and intelligence is beginning to pull together case load and throughput measures, as well as intelligence on parties and industry to rapidly inform merger investigations. With the voluntary phase of new regime now live, the agency will continue to iterate on the initial technology build prior to the new merger regime becoming mandatory from 1 January 2025.

The National Anti-Scam Centre continues the 3-year program to make Australia a harder target for scams. External technology built to support the centre's operations enables both the direct disruption of scams (such as through taking down malicious websites) and the capabilities to share scam reports with government and industry partners. This includes ensuring that any data sharing technology developed by the centre (including the Partner Portal and sector-specific Application Programming Interfaces) is ready to support regulated entities in meeting their obligations for their sector under the Scams Prevention Framework.

Regarding the agency's security practice, the agency exceeded the target for number of security awareness activities (performance indicator 7g). The agency exceeded the target due to the regular phishing campaigns we conducted to increase user awareness. The agency's security team will continue to conduct security awareness activities. The target for awareness activities will remain unchanged, as there must be flexibility in the type and number of activities performed to enable the team to adjust to the changing security landscape. Overall ICT system availability met its stated performance target (99.9%) (performance indicator 7h).

For the agency to operate effectively and efficiently, it is vital to ensure that foundational ICT services are consistent and secure. This year the agency increased the level of security for employees' daily ICT experiences, while keeping employees alert to emerging cybersecurity threats through education and awareness activities.

The agency is also significantly improving its ICT by implementing a range of new and updated technologies to provide a stable ICT experience, reduce risk, enhance our data analysis capabilities and lay the foundation for future efficiencies. Modernised ICT is also creating a better employee experience by enabling greater flexibility and stronger collaboration within teams as the agency embraces hybrid ways of working.

Key activity 7.3: Adapt our ways of working to allow resources to be used flexibly to meet changing priorities and to adopt innovative practices commensurate with the level of risk

About this key activity

In an environment of constrained resources and rapidly changing challenges, it will be increasingly crucial for the ACCC to work in a way that allows resources to be prioritised and allocated flexibly. We will do this by ensuring that:

- we allocate resources to priority areas by:
 - using data-driven intelligence to ensure that decisions are linked to impact and resources are linked to decisions
 - increasing sharing of resources across the agency
 - flexible budget allocation
- our organisational structure is adaptive and supports new ways of working and faster decision making by:
 - using agile purpose-based teams where appropriate
 - ensuring decision making structures and frameworks remain fit for purpose
 - using devolved decision making where possible
- innovation and acceptable risk taking is part of our culture by:
 - dedicating resources to innovation and continuous improvement
 - trialling new ways of working through experimentation and iteration
 - developing and maintaining informal processes where appropriate.

The ACCC and AER track performance against indicators in the annual APS Census over time (that is, the trend) and in comparison with the whole of the Australian Public Service (APS). In 2025, the ACCC's average percentage of positive results across all census questions was on par with 2024 at 75%.

For the ACCC there was an increase in positive responses to the survey question about whether workgroups can readily adapt to new priorities and tasks. There was a marginal decrease for the AER. The results for both the ACCC and the AER remained high at over 85%.

The ACCC and AER have a strong focus on capability building. We continue to develop work area specific training to support the technical knowledge requirements, such as those in the Australian Government Investigation Standard. We develop training to support core skills and priorities of work areas. Our work area priority training builds on the Essentials program of training which is a curated program of training for all ACCC and AER employees that supports core capability development and the agency's values and objectives and helps the agency meet its expectations and obligations as an APS agency.

The APS Census results indicate we have an opportunity to continue to improve how we manage change. We have made a modest investment to support an uplift in the ACCC's approach to change management and build enterprise change capabilities. Increasing our change maturity will improve

the change experience for our people; make the transition to new ways of working smoother; and support better project success, adoption and benefits realisation.

In the APS Census, both the ACCC and AER retained relatively stable results on positive responses to survey questions about whether people are encouraged to come up with new and innovative ways of working.

The ACCC is committed to innovation and continuous improvement. The ACCC provides dedicated resources to deliver a program of business improvement and capability building projects, delivering sustainable improvements to the agency's ways of working and supporting a culture of innovation and continuous business improvement.

Highlights for this year include a Corporate Division initiative to:

- launch additional Power BI dashboards to better equip our leaders to make data driven decisions about our workforce
- expand access to a subset of the dashboards to team leaders to help them have informed conversations to better support and manage their teams.

In line with the APS Workforce Strategy 2025, we are committed to becoming a modern, data-literate and data-driven agency. The dashboards provide access to multiple data sources which can be used to inform resourcing decisions and enable more effective forward planning in a manner that aligns with the agency's priorities. This work also supports the increased focus on prioritisation efforts across the ACCC.

The latest release of automated dashboards gives insights on:

- SES performance – to provide an overview of progress against a number of SES performance metrics
- office attendance – providing an overview of in-office attendance patterns to inform conversations about flexible work.

Key activity 7.4: Further develop our standing as a world-class independent regulator through external engagement and internal collaboration to support robust and transparent decision making that is responsive to complex challenges and demands

About this key activity

The ACCC has been a successful regulator, though this is no guarantee of future effectiveness. However, it does offer a strong indication of the agency's potential to continue to deliver positive results.

We will nurture our role as an independent regulator with robust and transparent decision making that is responsive to complex challenges and demands. We will do this by ensuring that:

- our role is clear in the face of expanding responsibilities
- our connections with external stakeholders provide opportunities for better outcomes for consumers
- our internal collaboration assists us to achieve better outcomes for consumers
- we remain objective by making decisions based on data and evidence
- change is managed successfully in the organisation.

As discussed in Part 4, the agency's corporate governance framework equips us to achieve our strategic objectives while complying with legislation and policies, maintaining performance standards and making the most cost-effective use of resources.

ACCC Commissioners are full-time statutory office holders and collectively have a clear view of the connection between their statutory decision making on particular matters and the overall staffing resources and legal expenditure implications of those decisions.

The ACCC is continuing to enhance its ways of working to allow resources to be prioritised and allocated flexibly, including through strengthening prioritisation processes and making better use of data. For example, most ACCC employees are required to record time spent on cases and projects to provide data-informed insights. This year we have further enhanced our reporting for senior leaders on use of agency resources. This helps us to ensure our people can be optimally deployed across projects and divisions in a way that aligns with the agency's highest priorities.

This year we also commenced a review of knowledge management practices to identify potential enhancements that can improve our efficiency and effectiveness as a regulator. This work is being scoped and will progress in the coming year. Knowledge management has also been a focus of our preparation for the new merger regime.

As part of our intranet redevelopment project, we have developed a new content strategy and governance framework to make it easier for employees to find, understand and maintain relevant information. As outlined in Part 2, the ACCC hosts a wide range of consultative committees with external stakeholders. The committees provide opportunities for us to share information and ideas that contribute to achieving better outcomes for consumers, as does our international engagement detailed throughout Part 3 of this annual report.

5

Financial statements





INDEPENDENT AUDITOR'S REPORT

To the Treasurer

Opinion

In my opinion, the financial statements of the Australian Competition and Consumer Commission (the Entity) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Accountable Authority and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Cash Flow Statement;
- Statement of Changes in Equity;
- Administered Schedule of Comprehensive Income;
- Administered Schedule of Assets and Liabilities;
- Administered Reconciliation Schedule;
- Administered Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Chair is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Chair is also responsible for such internal control as the Chair determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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In preparing the financial statements, the Chair is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Chair is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Lesa Craswell
Group Executive Director

Delegate of the Auditor-General

Canberra
28 August 2025

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AUSTRALIAN COMPETITION AND CONSUMER COMMISSION

STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

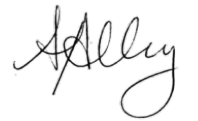
In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Australian Competition and Consumer Commission will be able to pay its debts as and when they fall due.



Catriona Lowe
Acting Chair and Accountable Authority

28 August 2025



Sharon Alley
Chief Financial Officer

28 August 2025

AUSTRALIAN COMPETITION AND CONSUMER COMMISSION

Statement of Comprehensive Income

for the year ended 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	1.1A	269,722	237,350	258,812
Suppliers	1.1B	121,623	108,974	126,046
Depreciation and amortisation	2.2	36,019	31,500	37,366
Settlement of litigation		2,340	(2,142)	-
Finance costs		1,094	1,248	1,083
Write-down and impairment of assets	2.2	799	-	-
Impairment of financial assets		3	-	-
Total expenses		431,600	376,930	423,307
Own-source income				
Own-source revenue	1.2	7,278	9,075	8,722
Total own-source income		7,278	9,075	8,722
Net (cost of) services		(424,322)	(367,855)	(414,585)
Departmental appropriations	4.1A	404,419	352,760	388,290
Surplus/(Deficit)		(19,903)	(15,095)	(26,295)
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation surplus		2,477	-	-
Total comprehensive income/(loss)		(17,426)	(15,095)	(26,295)

The above statement should be read in conjunction with the accompanying notes.

AUSTRALIAN COMPETITION AND CONSUMER COMMISSION

Statement of Financial Position

as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents		2,184	2,137	2,207
Trade and other receivables	2.1	137,944	118,602	108,378
Total financial assets		140,128	120,739	110,585
Non-financial assets				
Leasehold improvements	2.2	71,817	81,248	71,573
Plant and equipment	2.2	4,605	5,060	4,346
Computer software	2.2	67,014	55,173	91,047
Prepayments		5,787	3,670	3,836
Total non-financial assets		149,223	145,151	170,802
Total assets		289,351	265,890	281,387
LIABILITIES				
Payables				
Suppliers	2.3	17,099	17,705	10,885
Employee related payables		8,789	6,725	10,140
Total payables		25,888	24,430	21,025
Interest bearing liabilities				
Leases	2.4	63,096	74,197	62,791
Total interest bearing liabilities		63,096	74,197	62,791
Provisions				
Employee provisions	5.1	68,246	61,347	57,106
Other provisions	2.5	3,657	203	16,679
Total provisions		71,903	61,550	73,785
Total liabilities		160,887	160,177	157,601
Net assets		128,464	105,713	123,786
EQUITY				
Contributed equity		339,709	299,532	347,972
Reserves		6,215	3,738	3,738
Retained surplus/(Accumulated deficit)		(217,460)	(197,557)	(227,924)
Total equity		128,464	105,713	123,786

The above statement should be read in conjunction with the accompanying notes.

AUSTRALIAN COMPETITION AND CONSUMER COMMISSION

Cash Flow Statement

for the year ended 30 June 2025

	2025 \$'000	2024 \$'000	Original Budget \$'000
OPERATING ACTIVITIES			
Cash received			
Appropriations	418,867	367,169	416,153
Sale of goods and rendering of services	9,061	4,558	8,607
Interest	32	44	-
Net GST received	14,850	12,639	17,548
Other	172	2,799	-
Total cash received	442,982	387,209	442,308
Cash used			
Employees	261,129	228,223	260,241
Suppliers	139,382	119,382	125,352
Interest payments on lease liabilities	1,094	1,248	1,083
Section 74 receipts transferred to OPA	28,779	24,204	26,155
Net GST paid	-	-	18,406
Settlement of litigation	-	14,334	-
Total cash used	430,384	387,391	431,237
Net cash from/(used by) operating activities	12,598	(182)	11,071
INVESTING ACTIVITIES			
Cash used			
Purchase of non-financial assets	35,724	23,988	47,940
Total cash used	35,724	23,988	47,940
Net cash from/(used by) investing activities	(35,724)	(23,988)	(47,940)
FINANCING ACTIVITIES			
Cash received			
Principal receipts on sublease receivable	952	1,003	-
Contributed equity	33,322	33,825	47,940
Total cash received	34,274	34,828	47,940
Cash used			
Principal payments on lease liabilities	11,101	10,728	11,071
Total cash used	11,101	10,728	11,071
Net cash from/(used by) financing activities	23,173	24,100	36,869
Net increase/(decrease) in cash held	47	(70)	-
Cash and cash equivalents at the beginning of the reporting period	2,137	2,207	2,207
Cash and cash equivalents at the end of the reporting period	2,184	2,137	2,207

The above statement should be read in conjunction with the accompanying notes.

AUSTRALIAN COMPETITION AND CONSUMER COMMISSION

Statement of Changes in Equity

for the year ended 30 June 2025

	Retained Surplus			Contributed Equity			Asset Revaluation Reserve			Total Equity		
	2025 \$'000	2024 \$'000	Original Budget \$'000	2025 \$'000	2024 \$'000	Original Budget \$'000	2025 \$'000	2024 \$'000	Original Budget \$'000	2025 \$'000	2024 \$'000	Original Budget \$'000
Opening balance at 1 July 2024	(197,557)	(182,462)	(201,629)	299,532	259,679	299,532	3,738	3,738	3,738	105,713	80,955	101,641
Adjusted opening balance at 1 July	(197,557)	(182,462)	(201,629)	299,532	259,679	299,532	3,738	3,738	3,738	105,713	80,955	101,641
Comprehensive Income												
Surplus/(Deficit) for the period	(19,903)	(15,095)	(26,295)	-	-	-	-	-	-	(19,903)	(15,095)	(26,295)
Other comprehensive income	-	-	-	-	-	-	2,477	-	-	2,477	-	-
Total comprehensive income	(19,903)	(15,095)	(26,295)	-	-	-	2,477	-	-	(17,426)	(15,095)	(26,295)
Transactions with owners												
Contributions by owners												
Equity injection	-	-	-	1,100	1,100	1,100	-	-	-	1,100	1,100	1,100
Departmental capital budget	-	-	-	39,077	38,753	47,340	-	-	-	39,077	38,753	47,340
Total transactions with owners	-	-	-	40,177	39,853	48,440	-	-	-	40,177	39,853	48,440
Closing balance as at 30 June	(217,460)	(197,557)	(227,924)	339,709	299,532	347,972	6,215	3,738	3,738	128,464	105,713	123,786

The above statement should be read in conjunction with the accompanying notes.

Accounting Policy

Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and Departmental Capital Budgets (DCBs) are recognised directly in contributed equity in that year.

AUSTRALIAN COMPETITION AND CONSUMER COMMISSION
Administered Schedule of Comprehensive Income
for the year ended 30 June 2025

	2025 \$'000	2024 \$'000	Original Budget \$'000
NET COST OF SERVICES			
Expenses			
Impairment and repayment of fees and fines	1,750	442,741	-
Total expenses	1,750	442,741	-
Income			
Non-taxation revenue			
Fines, penalties and costs	236,028	602,181	156,694
Other fees and charges	3,391	1,390	-
Total income	239,419	603,571	156,694
Surplus	237,669	160,830	156,694
Total comprehensive income	237,669	160,830	156,694

Administered Schedule of Assets and Liabilities
as at 30 June 2025

	Notes	2025 \$'000	2024 \$'000	Original Budget \$'000
ASSETS				
Financial assets				
Cash and cash equivalents		-	8	-
Trade and other receivables	3.1	59,705	19,313	31,384
Total financial assets		59,705	19,321	31,384
Total assets administered on behalf of Government		59,705	19,321	31,384
Net assets/(liabilities)		59,705	19,321	31,384

The above schedules should be read in conjunction with the accompanying notes.

AUSTRALIAN COMPETITION AND CONSUMER COMMISSION

Administered Reconciliation Schedule

for the year ended 30 June 2025

	2025 \$'000	2024 \$'000
Opening assets less liabilities as at 1 July	19,321	31,961
Net (cost of)/contribution by services		
Income	239,419	603,571
Expenses	(1,750)	(442,741)
Transfers (to)/from the Australian Government		
Appropriation transfers to Official Public Account		
Transfers to Official Public Account	(197,285)	(173,470)
Closing assets less liabilities as at 30 June	59,705	19,321

Accounting Policy

Administered Cash Transfers to and from the Official Public Account

Revenue collected by the Commission for use by the Government rather than the Commission is administered revenue. Collections are transferred to the Official Public Account (OPA) maintained by the Department of Finance. Conversely, cash is drawn from the OPA to make payments under Parliamentary appropriation on behalf of Government. These transfers to and from the OPA are adjustments to the administered cash held by the Commission on behalf of the Government and reported as such in the schedule of administered cash flows and in the administered reconciliation schedule.

Administered Cash Flow Statement

for the year ended 30 June 2025

	2025 \$'000	2024 \$'000
OPERATING ACTIVITIES		
Cash received		
Fines and costs	193,891	172,871
Other fees and charges	3,387	1,390
Total cash received	197,278	174,261
Cash used		
Refund of fees and fines	1	1,360
Total cash used	1	1,360
Net cash from operating activities	197,277	172,901
Cash to Official Public Account		
Appropriations	(197,285)	(173,470)
Total cash to Official Public Account	(197,285)	(173,470)
Cash and cash equivalents at the beginning of the reporting period	8	577
Cash and cash equivalents at the end of the reporting period	-	8

The above schedules should be read in conjunction with the accompanying notes.

OVERVIEW

The Australian Competition and Consumer Commission (ACCC) is an Australian Government controlled not-for-profit entity domiciled in Australia, whose role is to enforce the *Competition and Consumer Act 2010* and a range of additional legislation, promoting competition, fair trading and regulating national infrastructure for the benefit of all Australians.

The ACCC has a number of offices across Australia, with its registered office located at Marcus Clarke Street, Canberra.

The continued existence of the ACCC in its present form and with its present programs is dependent on Government policy and on continuing funding by Parliament for the ACCC's administration and programs.

The Basis of Preparation

The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- Australian Accounting Standards and Interpretations - including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB).

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars.

Significant Accounting Judgements and Estimates

In the process of applying the accounting policies listed in these statements the Commission has made assumptions or estimates in the following areas that have the most significant impact on the amounts recorded in the financial statements:

- With the exception of right-of-use assets that are carried at cost, the fair value of property, plant and equipment (PP&E) is assessed at market or depreciated replacement cost as determined by an independent valuer and is subject to ongoing assessment by the valuer and management between formal valuations.
- Lease liabilities are discounted using the interest rate implicit in the lease. Where the implicit rate cannot be readily determined the discount rate is based on zero coupon bond yields. The discount rate is established on lease commencement and is not changed during the lease term unless there has been a modification to the lease that impacts the remaining lease payments.
- Leave provisions involve assumptions based on the expected tenure of existing staff, patterns of leave claims and payout, future salary movements and future discount rates. Leave liabilities have been determined by reference to the work of an actuary as at 30 June 2024 and are subject to ongoing assessment by management.
- Litigation provisions have been determined by management based on its best estimate of the expenditure required to settle obligations at reporting date. In determining this amount management uses a combination of available information and past experience to identify a range of possible outcomes. Provisions are established at the highest potential cost outcome where there is a considerable chance that option could eventuate. Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate.

Significant Accounting Judgements and Estimates (continued)

Other than those matters discussed above, no accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to carrying amounts of assets and liabilities within the next reporting period.

Reporting of Administered activities

Administered revenues, expenses, assets, liabilities and cash flows are disclosed in the administered schedules and related notes.

Administered revenue is generated from fines and costs applied by the courts, or by agreement between the Commission and the defendant. It is recognised when awarded by the courts, or when agreement has been executed. The court costs awarded against the Commission are recorded as a departmental expense.

Authorisation and notification fees are applied when required under the relevant legislation, and are recognised upon receipt. Administered fee revenue is recognised at its nominal amount due less any allowance for bad or doubtful debts. Collectability of debts is reviewed at the end of the reporting period. Allowances are made when collection of the debt is judged to be less rather than more likely.

Except where otherwise stated, administered items are accounted for on the same basis and using the same policies as for departmental items, including the application of Australian Accounting Standards.

New Accounting Standards

Prior to the signing of the statements by the Accountable Authority and Chief Financial Officer, no new, revised or amending standards or interpretations were issued that would have a material effect on the Commission's financial statements in the current reporting period.

Departmental Appropriations

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as revenue when the Commission gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

Related Parties

The Commission is an Australian Government controlled entity. Related parties to this entity are Key Management Personnel and include the Portfolio Minister and other Australian Government entities.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by the Commission, it has been determined that there are no related party transactions to be separately disclosed.

Financial Instruments

The Commission's financial assets consist of cash and goods and services receivable. Financial assets are recognised when the Commission becomes party to the contract and has a legal right to receive cash. Financial assets are derecognised when the contractual rights to cash flows expire or are transferred. The Commission classifies its financial assets as 'financial assets at amortised cost' with income recognised using the effective interest rate method.

Financial liabilities, consisting of trade payables, are initially measured at fair value net of transaction costs. Trade payables are recognised to the extent the goods and services have been received. Financial liabilities are derecognised upon payment.

Regulatory Charging

Annual carrier licence charges are imposed under the *Telecommunications (Carrier Licence Charges) Act 1997* on participating telecommunication carriers under cost recovery arrangements to recover the costs incurred by the Commission, the Australian Communications and Media Authority (ACMA) and the Australian Government in regulating the telecommunications industry. ACMA undertakes the regulatory charging activity, recovering the Commission's costs on behalf of the Commonwealth. The Commission does not receive any monies direct from external parties.

The departmental costs incurred by the Commission are met out of appropriation funding. The Commission's costs being recovered by ACMA under the 2024-25 Cost Recovery Impact Statement (CRIS), subject to finalisation of the *Telecommunications (Carrier Licence Charges) Act 1997 Determination*, is estimated to be \$13.3m (2024: \$13.0m). This cost includes components for the Measuring Broadband Australia program of \$1.8m (2024: \$1.6m) and depreciation expense of \$0.2m (2024: \$0.2m), the latter of which is not appropriation funded.

Once finalised, the 2024-25 CRIS will be available at:
<https://www.acma.gov.au/cost-recovery-implementation-statement-cris>

Events After the Reporting Period

Departmental

The Commission has no departmental events after the reporting date.

Administered

The Commission has favourable judgements by the Courts which have been disclosed in note 6.1.

1. Departmental Financial Performance

This section analyses the financial performance of the Commission for the year ended 30 June 2025

1.1 Expenses

	2025 \$'000	2024 \$'000
1.1A: Employee benefits		
Wages and salaries	206,545	180,388
Superannuation		
Defined contribution plans	28,255	23,922
Defined benefit plans	8,091	7,202
Leave and other entitlements	26,003	25,016
Separation and redundancies	33	142
Other employee benefits	795	680
Total employee benefits	269,722	237,350

Accounting Policy

Accounting policies for employee related expenses is included in the People and Relationships section.

	2025 \$'000	2024 \$'000
1.1B: Suppliers		
Goods and services supplied or rendered		
Legal expenses	29,998	26,475
Consultants and contracted services	30,175	31,450
Information technology and communications	35,141	30,335
Property operating expenses	5,177	5,208
Travel expenses	5,150	5,371
Employee related expenses	2,996	4,191
Information management expenses	2,365	2,210
Other administration expenses	9,584	3,116
Total goods and services supplied or rendered	120,586	108,356
Other suppliers		
Short-term leases	48	-
Workers compensation premiums	989	618
Total other suppliers	1,037	618
Total suppliers	121,623	108,974

1.2 Own-Source Revenue

	2025 \$'000	2024 \$'000
Revenue from contracts with customers		
Secretariat Services - National Competition Council	925	925
Memorandums of Understanding	3,378	3,346
Seminars	343	284
Total revenue from contracts with customers	4,646	4,555
Other revenue sources		
International development funding	1,926	3,049
Finance income	32	44
Resources received free of charge (Remuneration of auditors)	95	95
Other revenue	579	1,332
Total other revenue sources	2,632	4,520
Total own-source revenue	7,278	9,075

Accounting Policy

Revenue from rendering of services is recognised progressively as the services are provided to the customer where it can be demonstrated that:

- a) the customer simultaneously receives and consumes the services as they are provided;
- b) the services create an asset that the customer controls as the asset is created; or
- c) the services have no alternative use to the ACCC and an enforceable right to payment exists for work completed to date.

The amount of revenue recognised is determined by reference to progress made in satisfying any obligations that exist.

Where the criteria is not met to recognise revenue over time, revenue is recognised at a point in time once any performance obligations are satisfied and control has transferred to the customer.

2. Departmental Financial Position

This section analyses the Commission's assets used to conduct its operations and the operating liabilities incurred as a result.

Employee related information is disclosed in the People and Relationships section.

2.1 Financial Assets

	2025 \$'000	2024 \$'000
Trade and other receivables		
Goods and services	1,349	305
Appropriation receivable	130,762	109,576
GST receivable	2,246	2,809
Net investment in sublease	2,856	3,808
Accrued revenue	731	2,104
Total trade and other receivables (net)	137,944	118,602

Sublease Arrangements

The Commission has a sublease in Canberra that meets the criteria for recognition as a finance lease. Maturity analysis of the remaining payments is outlined below.

	2025 \$'000	2024 \$'000
Maturity analysis of finance lease receivables		
Within 1 year	1,215	1,077
One to two years	1,165	1,122
Two to three years	503	1,165
Three to four years	-	503
More than 5 years	-	-
Total undiscounted lease payments receivable	2,883	3,867
Unearned finance income	(27)	(59)
Net investment in sublease	2,856	3,808

Accounting Policy

Trade receivables are recognised where the right to consideration from the customer is unconditional, with only the passage of time required before payment is due.

Trade and other receivables that are not provided at below market rates and held for:

- the purpose of collecting contractual cash flows; and
- receiving payments that are solely principal and interest

are subsequently measured at amortised cost using the effective interest rate method, adjusted for any impairment allowance.

Trade receivables are assessed for impairment at the end of each reporting period. The Commission applies the simplified approach for trade and other receivables by recognising impairment equal to the lifetime expected credit losses.

Credit terms for goods and services are 30 days (2024: 30 days).

Sublease receivables are recognised where the Commission has transferred substantially all the risks and rewards of the head lease to a sub lessee. Sublease receivables are recognised equal to the lease payments receivable under the sublease, discounted using the same rate applied when calculating the lease liability for the head lease.

2.2 Non-Financial Assets

Reconciliation of the opening and closing balances of property, plant and equipment and intangibles

	Leasehold improvements ¹	Plant and equipment	Computer software	Total
	\$'000	\$'000	\$'000	\$'000
As at 1 July 2024				
Gross book value	126,954	9,288	114,648	250,890
Accumulated depreciation, amortisation and impairment	(45,706)	(4,228)	(59,475)	(109,409)
Total as at 1 July 2024	81,248	5,060	55,173	141,481
Additions				
Purchased or internally developed	1,091	1,674	33,523	36,288
Revaluations recognised in other comprehensive income	2,477	-	-	2,477
Depreciation (right-of-use assets)	(9,765)	-	-	(9,765)
Depreciation and amortisation (other assets)	(3,243)	(1,827)	(21,184)	(26,254)
Other movements	7	-	-	7
Disposals / impairments				
Disposals / other adjustment (right-of-use assets)	2	-	-	2
Revaluations recognised in net cost of services	-	(173)	-	(173)
Impairments recognised in net cost of services	-	-	(498)	(498)
Other disposals/write-downs (gross book value)	-	(804)	-	(804)
Other disposals/write-downs (accumulated depreciation)	-	675	-	675
Total as at 30 June 2025	71,817	4,605	67,014	143,436
Total as at 30 June 2025 represented by				
Gross book value	119,254	4,605	148,171	272,030
Accumulated depreciation, amortisation and impairment	(47,437)	-	(81,157)	(128,594)
Total as at 30 June 2025	71,817	4,605	67,014	143,436

¹ Right-of-use assets are disclosed as part of leasehold improvements.

Leasehold improvements, plant and equipment may be sold or disposed in 2024-25 coinciding with the termination of some lease arrangements.

Revaluations of non-financial assets

On 30 June 2025, an independent valuer conducted the revaluations of non-financial assets in accordance with the revaluation policy stated at Note 2.2. The market and cost approaches have been utilised to determine the fair value of the assets.

2.2 Non-Financial Assets (continued)

Accounting Policy

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Assets are initially measured at their fair value plus appropriate transaction costs.

Asset recognition

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position. Right-of-use assets arising from leasing arrangements are capitalised on the commencement date based on the initial lease liability less any lease incentives received. These assets are accounted for as a separate asset class to corresponding assets owned outright, but are disclosed as part of leasehold improvements.

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in property leases taken up by the Commission where an obligation to restore the property to its original condition exists. These costs are included in the value of the Commission's leasehold improvements with a corresponding provision for restoration.

Intangibles

The Commission's intangibles comprise purchased and internally developed software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Revaluations

Right-of-use assets continue to be carried at cost after initial recognition. All other property, plant and equipment is carried at fair value less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depended upon the volatility of movements in market values for the relevant assets.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reversed a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the Commission using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

Depreciation rates for each class of depreciable assets are based on the following useful lives:

Asset class	2025 and 2024
Leasehold improvements	Lease term
Right-of-use assets	Lease term
Furniture and fittings	10 years
Office equipment	5 years
Computer hardware	3 to 5 years
Computer software	3 to 7 years

2.2 Non-Financial Assets (continued)

Accounting Policy (continued)

Fair Value Measurement

The ACCC engaged the valuation services of Jones Lang LaSalle (JLL) to conduct an independent valuation of the tangible non-financial asset classes. An annual assessment is undertaken to determine whether the carrying amount of the assets is materially different from the fair value. Comprehensive valuations are carried out at least once every three years with a valuation of all tangible property, plant and equipment conducted at 30 June 2025.

The methods utilised to determine and substantiate the unobservable inputs are derived and evaluated as follows:

Physical depreciation and obsolescence - assets that do not transact with enough frequency or transparency to develop objective opinions of value from observable market evidence have been measured utilising the Depreciated Replacement Cost approach. Under the Depreciated Replacement Cost approach the estimated cost to replace the asset is calculated and then adjusted to take into account physical depreciation and obsolescence. Physical depreciation and obsolescence has been determined based on professional judgement regarding physical, economic and external obsolescence factors relevant to the asset under consideration. For all leasehold improvement assets, the consumed economic benefit / asset obsolescence deduction is determined based on the term of the associated lease.

The ACCC's policy is to recognise transfers into and transfers out of fair value hierarchy levels as at the end of the reporting period. In 2024-25, some plant and equipment assets have been transferred from fair value hierarchy level 2 to level 3, with total fair value of \$129k at 30 June 2025.

Contractual commitments for the acquisition of property, plant and equipment and intangible assets

The Commission has contractual commitments for the acquisition of intangible assets of \$13.0m (2024: \$17.8m), property plant and equipment of \$0.19m (2024: \$0.36m) and leasehold improvements \$0.20m (2024: \$0.57m).

2.3 Payables

	2025 \$'000	2024 \$'000
Suppliers		
Trade creditors and accruals	14,958	16,419
Unearned revenue	2,141	1,286
Total suppliers	17,099	17,705

2.4 Leases

	2025 \$'000	2024 \$'000
Interest Bearing Liabilities		
Leases	63,096	74,197
Total interest bearing liabilities	63,096	74,197

	2025 \$'000	2024 \$'000
Maturity analysis of contractual undiscounted lease cash flows		
Within 1 year	11,752	11,100
Between 1 to 5 years	42,017	53,769
More than 5 years	9,327	9,328
Total undiscounted lease cash flows	63,096	74,197

Accounting Policy

Liabilities arising from leasing arrangements are initially recognised at the present value of any fixed lease payments that are not paid at that date, discounted using either:

- the interest rate implicit in the lease; or
- zero coupon bond yields released quarterly by the Department of Finance (if the implicit rate cannot be readily determined).

Following initial recognition lease liabilities are increased for accrued interest and decreased for any lease payments made. Lease liabilities are also remeasured where there has been a change in the underlying lease payments or lease term. Any adjustment to the liability is first recognised as an adjustment to the corresponding right-of-use asset. If the adjustment would reduce the carrying value of the right-of-use asset below zero, the remaining adjustment is recognised in the Statement of Comprehensive Income.

2.5 Other Provisions

	Provision for settlements \$'000	Provision for makegood \$'000	Total \$'000
As at 1 July 2024	-	203	203
Additional provisions made	3,408	46	3,454
Total as at 30 June 2025	3,408	249	3,657

The Commission currently has 3 agreements (2024: 3) for the leasing of premises which have provisions requiring it to restore the premises to their original condition at the conclusion of the lease.

Provisions for litigation settlement expenses are recognised at the highest potential settlement value. Any change in the actual settlement expense will result in a gain or loss.

3. Assets and Liabilities Administered on Behalf of the Government

This section analyses the assets used to conduct operations and the operating liabilities the Commission does not control but administers on behalf of the Government. Unless otherwise noted, the accounting policies adopted are consistent with those applied for departmental reporting.

3.1 Administered - Financial Assets

	2025 \$'000	2024 \$'000
Trade and other receivables		
Fines and costs ¹	67,148	50,156
Total trade and other receivables (gross)	67,148	50,156
Less expected credit loss allowance	(7,443)	(30,843)
Total trade and other receivables (net)	59,705	19,313

Credit terms for fines and costs were within 30 days or as stipulated by court judgements (2024: 30 days).

¹Fines and costs are net of penalties recognised and also impaired in the same period following an assessment of the status of the debtors ability to pay the fines and costs. During 2024-25, no penalties were recognised and impaired within the same year (2023-24: \$438.0m).

Accounting Policy

Receivables

Administered receivables are recognised at their nominal value less an impairment allowance. The Finance Minister has determined that statutory receivables are not financial instruments and accordingly ACCC has assessed administered receivables for impairment under AASB 136 *Impairment of Assets*.

The impairment allowance is raised against receivables for any doubtful debts and any probable credit amendments and is based on a review of outstanding debts at balance date. This includes an examination of individual large debts and disputed amounts with reference to historic collection patterns and the trading status of debtors.

The impairment allowance expense is calculated using estimation techniques to determine an estimate of current receivables that are unlikely to be collected in the future.

Administered receivables that are irrecoverable at law or are uneconomic to pursue are written off under Rule 11 of the PGPA Act.

4. Funding

This section identifies the Commission's funding structure.

4.1 Appropriations

	2025 \$'000	2024 \$'000
4.1A: Annual appropriations ('recoverable GST exclusive')		
Ordinary annual services	404,419	352,760
Capital Budget ¹	39,077	38,753
Equity Injections	1,100	1,100
Section 74 receipts	13,398	11,094
Total appropriation	457,994	403,707
Appropriation applied (current and prior years) ²	436,761	387,954
Variance	21,233	15,753

¹Departmental Capital Budgets are appropriated through Appropriation Acts (No.1,3,5). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts. During 2024-25 the Commission reclassified a portion of capital funding to ordinary annual services funding. This resulted in \$8.263m (2023-24: \$4.700m) of current year capital funding being withheld under section 51 of the *Public Governance, Performance and Accountability Act 2013*.

²Appropriation applied includes use of both current and prior year appropriation funding. The variance in 2024-25 corresponds with an underspend of cash from ordinary annual services appropriations.

4.1B: Unspent annual appropriations ('recoverable GST exclusive')

	2025 \$'000	2024 \$'000
Departmental		
Appropriation Act (No. 1) 2024-25	65,574	-
Appropriation Act (No. 1) 2024-25 DCB ¹	47,340	-
Appropriation Act (No. 3) 2024-25	16,129	-
Appropriation Act (No. 1) 2023-24	-	36,635
Appropriation Act (No. 1) 2023-24 DCB	9,982	30,229
Appropriation Act (No. 2) 2023-24 Equity	-	1,100
Appropriation Act (No. 3) 2023-24	-	30,737
Appropriation Act (No. 3) 2023-24 DCB	-	13,224
Supply Act (No. 4) 2022-23	-	2,351
Total departmental	139,025	114,276

¹Unspent balance includes \$8.263m withheld under section 51 of the *Public Governance, Performance and Accountability Act 2013*.

In addition to the unspent appropriations disclosed above, at 30 June 2025 the Commission had cash and cash equivalents of \$2.184m (2024: \$2.137m).

4.1C: Special appropriations - Administered ('recoverable GST exclusive')

	Appropriation applied 2025 \$'000	2024 \$'000
Authority: PGPA Act, 2013 s.77		
Type: Refund		
Purpose: To provide for an appropriation where an Act or other law permits repayment of an amount received by the Commonwealth and the Finance Minister is satisfied that, apart from this section, there is no specific appropriation for the repayment.	5	1,360

5. People and relationships

This section describes a range of employment and post employment benefits provided to our people and our relationships with other key people.

5.1 Employee Provisions

	2025 \$'000	2024 \$'000
Employee provisions		
Leave	68,246	61,347
Total employee provisions	68,246	61,347

Accounting Policy

Liabilities for short-term employee benefits and termination benefits expected within twelve months of the end of the reporting period are measured at their nominal amounts. Other long-term employee benefits are measured as net total of the present value of the defined benefit obligation at the end of the reporting period.

Leave

The liability for employee benefits includes provision for annual leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the Commission's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination. The leave liabilities have been determined by reference to the work of an actuary as at 30 June 2024. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Superannuation

The Commission's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government. The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap and other superannuation funds are defined contribution schemes. The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

The Commission makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. The Commission accounts for the contributions as if they were contributions to defined contribution plans. The liability for superannuation recognised as at 30 June represents outstanding contributions.

5.2 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of the Commission, directly or indirectly, including any director (whether executive or otherwise) of the Commission. The Commission assessed key management personnel to be the members of the Corporate Governance Board, Chief Executive Officer and Chief Financial Officer.

	2025 \$'000	2024 \$'000
Short-term employee benefits	5,668	5,574
Post-employment benefits	782	755
Other long-term employee benefits	210	174
Total key management personnel remuneration expenses	6,660	6,503

The total number of key management personnel that are included in the above table is 12 (2024:11).

The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by the Commission.

6. Managing Uncertainties

This section analyses how the Commission manages financial risks within its operating environment.

6.1 Contingent Assets and Liabilities

As at 30 June 2025, the Commission has matters before the Courts alleging breaches of the *Competition and Consumer Act 2010*. These cases are at various stages of completion.

Departmental

In the event of an unfavourable judgement by the Courts, the Commission stands to be liable for court costs. If it had been possible to estimate the amounts of eventual payments these would have been reported as departmental liabilities. The Commission has no quantifiable contingent liabilities arising from court action to report.

Administered

In the event of a favourable judgement by the Courts, the Commission stands to gain by way of penalties or costs awarded. Due to the inherent uncertainty of litigation it was not possible to estimate the value of case outcomes at 30 June 2025.

However, prior to these statements being signed, court judgements have demonstrated that the Commission has quantifiable administered contingent assets totalling \$11.5m (2024: \$28.0m).

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset, or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

7. Other Information

7.1 Budgetary Reporting

Explanations of major variances between the actual amounts presented in the financial statements and the corresponding original budget amounts.

Departmental Activities

Operating Result

The Commission uses a mix of employees and third-party experts to deliver on strategic priorities set out in the Commission's Strategic Direction Statement (Portfolio Budget Statements) and Corporate Plan. During the financial year, the Commission continued its approach to increase staffing levels and reduce the use of external suppliers under the APS Strategic Commissioning Framework to achieve its strategic priorities. Further to this, the Commission incurred one-off transition costs under the new Enterprise Agreement that were not captured in the original employee budget. These factors, along with unbudgeted increases in leave entitlements for the movement in the bond rate, resulted in higher employee expenditure and employee provisions compared to budgeted amounts.

Consistent with whole-of government policy, the Commission is transitioning to greater use of cloud computing arrangements. As the majority of these arrangements are expensed over the service period, this shift has resulted in higher supplier costs and lower capital costs compared to the budget. During the year, the Commission reclassified \$8.3m (2023-24: \$4.7 m) of capital funding to operational funding to support the increased use of cloud computing arrangements. It is expected that lower capital expenditure and higher operating expenditure associated with software solutions will continue in future reporting periods.

Capital projects supporting the implementation of the Commission's digital and ICT programs fell slightly short of budget expectations due to a combination of timing delays in the passage of legislation seeking to implement Government policies and settling policy expectations with stakeholders.

An overall lower than budgeted supplier expenses is primarily due to an underspend on external legal fees, which fluctuate due to the nature and timing of legal actions.

As part of subsequent budget rounds, the Commission received \$404.4 million in operating appropriation funding compared to \$388.3 million included in the original 2024-25 Budget. The additional resourcing has been used to deliver on the Commission's strategic priorities, as set out in Portfolio Budget Statements and the Commission's Corporate Plan.

Affected line items: *Employee benefits, Employee provisions, Cash Used - Employees, Suppliers, Cash Used - Suppliers, Total Expenses, Surplus / (Deficit), Total Comprehensive Income (Loss), Retained surplus/ (Accumulated deficit), Departmental appropriations, Trade and other receivables, Cash Received - Appropriations, Computer software, Cash Used - Purchase of non-financial assets, Contributed Equity, Cash Received - Contributed Equity*

Provision for settlements

Other provisions mainly covers litigation settlements and are difficult to predict with a high degree of precision. The budget assumed a similar level to 2022-23 but this did not eventuate at year-end.

Affected line items: *Other provisions, Cash Used - Settlement of Litigation*

Administered Activities

The Commission uses a historical average to budget for fees and fines revenue due to the complexity and uncertainty in predicting the future outcome of litigation. The resulting variance between budget and actual fees and fines is a favourable \$79.3m (2023-24: \$465m). However, the budget did not anticipate impairments for overdue debtor balances of \$1.8m and other fees and charges of \$3.4m, resulting in a final administered outcome that differs from the budget by \$81.0m (2023-24: \$23.3m).

The final receivables balance is difficult to estimate as it reflects the amount outstanding at the reporting date, which is impacted by penalties, court costs, and the timing and ability of debtors to settle their accounts.

Affected line items: *Fees and fines revenue, Impairment of fees and fines, Trade and other receivables.*

7.2 Current / Non-Current Classification of Assets and Liabilities

Departmental	2025 \$'000	2024 \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	2,184	2,137
Trade and other receivables	136,303	115,842
Prepayments	5,615	3,478
Total no more than 12 months	144,102	121,457
More than 12 months		
Trade and other receivables	1,641	2,760
Leasehold improvements	71,817	81,248
Plant and equipment	4,605	5,060
Computer software	67,014	55,173
Prepayments	172	192
Total more than 12 months	145,249	144,433
Total assets	289,351	265,890
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	17,099	17,705
Employee related payables	8,789	6,725
Leases	11,752	11,100
Employee provisions	19,530	17,830
Other provisions	3,408	-
Total no more than 12 months	60,578	53,360
More than 12 months		
Leases	51,344	63,097
Employee provisions	48,716	43,517
Other provisions	249	203
Total more than 12 months	100,309	106,817
Total liabilities	160,887	160,177

Administered	2025 \$'000	2024 \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	-	8
Trade and other receivables	28,592	9,700
Total no more than 12 months	28,592	9,708
More than 12 months		
Trade and other receivables	31,113	9,613
Total assets	59,705	19,321

7.3 Net Cash Appropriations Arrangements

	2025 \$'000	2024 \$'000
Total comprehensive income/(loss) - as per the Statement of Comprehensive Income	(17,426)	(15,095)
Plus: Depreciation/Amortisation of assets funded through appropriations (DCB)	26,254	21,547
Plus: Depreciation on right-of-use assets	9,765	9,953
Plus: Principal receipts on sublease receivables	952	1,003
Less: Principal payments on lease liabilities	(11,101)	(10,728)
Net Cash Operating Surplus/(Deficit)	8,444	6,680

From 2010-11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses of non-corporate Commonwealth entities and selected corporate Commonwealth entities were replaced with a separate capital budget provided through equity appropriations. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required.

The inclusion of depreciation/amortisation expenses related to ROU leased assets and the lease liability principal repayment amount reflects the impact of AASB 16 Leases, which does not directly reflect a change in appropriation arrangements.

The Commission maintains a Litigation Contingency Fund (LCF) to ensure adequate reserves exist to meet the cost of litigation settlements. Additional funding added to the LCF is recognised as contributed equity when received. Except for the first \$1m, the Commission is permitted to incur an operating loss where it is required to pay litigation settlement costs. During 2024-25 the Commission recognised \$2.3m of litigation settlement costs in the Statement of Comprehensive Income.

6

Appendixes



Appendix 1: Entity resource statement and expenses by outcome

Table A1.1: Entity resource statement 2024–25

	Actual available appropriation for 2024–25 \$ 000 (a)	Payments made 2024–25 \$ 000 (b)	Balance remaining 2024–25 \$ 000 (a)–(b)
Departmental			
Annual appropriations – ordinary annual services ^{#1}	565,156	432,210	132,946
Annual appropriations – other services – non-operating ²	4,551	4,551	-
Total departmental annual appropriations	569,707	436,761	132,946
Special accounts	-	-	-
Total special accounts	-	-	-
Total resourcing and payments for ACCC	569,707	436,761	132,946

Appropriation Act (No. 1) 2024–25, Appropriation Act (No. 3) 2024–25, prior year departmental appropriations and retained revenue receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013*.

1 Departmental capital budgets are not separately identified in Appropriation Bill (Nos 1, 3 and 5) and form part of ordinary annual services items. For accounting purposes, this amount has been designated as a 'contribution by owner'. Excludes \$8.263 million subject to administrative quarantine by Finance or withheld under section 51 of the *Public Governance, Performance and Accountability Act 2013*.

2 Appropriation Act (No.2) 2024–25, Appropriation Act (No.2)) 2023–24 and Supply Act (No.4) 2022–23.

Table A1.2: Expenses for Outcome 1 2024–25

Outcome 1: Enhanced welfare of Australians through enforcing laws that promote competition and protect consumers, as well as taking other regulatory and related actions including monitoring and market analysis, public education, determining the terms of access to infrastructure services, and discharging regulatory responsibilities governing energy markets and networks.	Budget [#] expenses 2024–25 \$ 000 (a)	Actual expenses 2024–25 \$ 000 (b)	Variation 2024–25 \$ 000 (a)–(b)
Program 1.1: Australian Competition and Consumer Commission			
Departmental expenses			
Departmental appropriation ¹	309,514	302,421	7,093
Expenses not requiring appropriation in the budget year ²	26,410	26,349	61
Total for program 1.1	335,924	328,770	7,154
Program 1.2: Australian Energy Regulator (AER)			
Departmental expenses			
Departmental appropriation ¹	103,512	102,830	682
Total for program 1.2	103,512	102,830	682
Outcome 1 Total by appropriation type			
Departmental expenses			
Departmental appropriation ¹	413,026	405,251	7,775
Expenses not requiring appropriation in the budget year ²	26,410	26,349	61
Total expenses for outcome 1	439,436	431,600	7,836
		2023–24	2024–25
Average staffing level (number)		1,517	1,710

Full-year budget, including any subsequent adjustment made to the 2024–25 budget at Additional Estimates.

1 Departmental appropriation combines Ordinary Annual Services (Appropriation Acts Nos 1, 3 and 5) and retained revenue receipts under section 74 of the *Public Governance, Performance and Accountability Act 2013*.

2 Expenses not requiring appropriation in the Budget year are made up of depreciation expenses, amortisation expenses, and audit fees.

Appendix 2: Staffing

Tables A2.1 to A2.16 provide details of the ACCC and AER employees in 2024–25.

Ongoing and non-ongoing employees

Table A2.1: All ongoing employees, current report period (2024–25)

	Man/male			Woman/female			Non binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	132	1	133	156	30	186	0	0	0	0	0	0	0	0	0	319
Qld	83	8	91	152	31	183	0	0	0	0	0	0	0	0	0	274
SA	75	4	79	87	13	100	0	0	0	0	0	0	0	0	0	179
Tas	12	2	14	17	2	19	0	0	0	0	0	0	0	0	0	33
Vic	266	14	280	270	44	314	0	0	0	0	0	0	4	0	0	598
WA	27	1	28	35	8	43	0	0	0	0	0	0	0	0	0	71
ACT	121	14	135	167	22	189	0	0	0	0	0	0	1	0	0	325
NT	3	0	3	2	1	3	0	0	0	0	0	0	0	0	0	6
External Territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	719	44	763	886	151	1,037	0	0	0	0	0	0	5	0	0	1,805

Table A2.2: All non-ongoing employees, current report period (2024–25)

	Man/male			Woman/female			Non binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	7	1	8	11	5	16	0	0	0	0	0	0	0	0	0	24
Qld	5	0	5	4	3	7	0	0	0	0	0	0	0	0	0	12
SA	2	0	2	2	2	4	0	0	0	0	0	0	0	0	0	6
Tas	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
Vic	16	2	18	11	4	15	0	0	0	0	0	0	1	0	0	34
WA	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
ACT	5	1	6	12	4	16	0	0	0	0	0	0	0	0	0	22
NT	0	0	0	1	0	1	0	0	0	0	0	0	0	0	0	1
External Territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	30	4	34	36	19	55	0	0	0	0	0	0	1	0	0	101

Table A2.3: All ongoing employees, previous report period (2023–24)

	Man/male			Woman/female			Non binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	109	4	113	148	27	175	0	0	0	0	0	0	0	0	0	288
Qld	75	7	82	136	38	174	0	0	0	0	0	0	0	0	0	256
SA	79	5	84	75	18	93	0	0	0	0	0	0	0	0	0	177
Tas	11	2	13	11	3	14	0	0	0	0	0	0	0	0	0	27
Vic	250	9	259	224	61	285	0	0	0	0	0	0	0	0	0	544
WA	23	1	24	28	11	39	0	0	0	0	0	0	0	0	0	63
ACT	129	11	140	150	36	186	0	0	0	0	0	0	0	0	0	326
NT	5	0	5	4	1	5	0	0	0	0	0	0	0	0	0	10
External Territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	681	39	720	776	195	971	0	0	0	0	0	0	0	0	0	1,691

Table A2.4: All non-ongoing employees, previous report period (2022–23)

	Man/male			Woman/female			Non binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	8	2	10	12	3	15	0	0	0	0	0	0	0	0	0	25
Qld	5	1	6	5	3	8	0	0	0	0	0	0	0	0	0	14
SA	4	0	4	3	1	4	0	0	0	0	0	0	0	0	0	8
Tas	0	0	0	2	0	2	0	0	0	0	0	0	0	0	0	2
Vic	10	2	12	9	3	12	0	0	0	0	0	0	1	0	1	25
WA	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
ACT	6	2	8	11	4	15	0	0	0	0	0	0	1	0	1	24
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	34	7	41	42	14	56	0	0	0	0	0	0	2	0	2	99

Employees by Australian Public Sector (APS) classification and gender

Table A2.5: Australian Public Service Act ongoing employees, current report period (2024–25)

	Man/male			Woman/female			Non binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
SES3	0	0	0	3	0	3	0	0	0	0	0	0	0	0	0	3
SES2	8	0	8	10	0	10	0	0	0	0	0	0	0	0	0	18
SES1	22	1	23	30	1	31	0	0	0	0	0	0	0	0	0	54
EL 2	166	6	172	202	30	232	0	0	0	0	0	0	1	0	0	405
EL 1	227	9	236	277	63	340	0	0	0	0	0	0	0	0	0	576
APS 6	155	13	168	199	29	228	0	0	0	0	0	0	0	0	0	396
APS 5	102	11	113	128	18	146	0	0	0	0	0	0	0	0	0	259
APS 4	19	1	20	12	6	18	0	0	0	0	0	0	0	0	0	38
APS 3	2	0	2	2	1	3	0	0	0	0	0	0	1	0	0	6
APS 2	0	1	1	0	0	0	0	0	0	0	0	0	0	0	0	1
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Graduate	18	2	20	23	3	26	0	0	0	0	0	0	3	0	0	49
Total	719	44	763	886	151	1,037	0	0	0	0	0	0	5	0	0	1,805

Table A2.6: Australian Public Service Act non-ongoing employees, current report period (2024–25)

	Man/Male			Woman/Female			Non binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
SES3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
EL 2	2	0	2	2	1	3	0	0	0	0	0	0	0	0	0	5
EL 1	6	0	6	8	0	8	0	0	0	0	0	0	1	0	1	15
APS6	9	0	9	13	4	17	0	0	0	0	0	0	0	0	0	26
APS5	6	0	6	5	1	6	0	0	0	0	0	0	0	0	0	12
APS4	4	0	4	2	1	3	0	0	0	0	0	0	0	0	0	7
APS3	3	1	4	6	11	17	0	0	0	0	0	0	0	0	0	21
APS2	0	3	3	0	1	1	0	0	0	0	0	0	0	0	0	4
APS1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Public Office Holder	5	0	5	6	0	6	0	0	0	0	0	0	0	0	0	11
Total	35	4	39	42	19	61	0	0	0	0	0	0	1	0	1	101

Table A2.7: Australian Public Service Act ongoing employees, previous report period (2023–24)

	Man/male			Woman/female			Non binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
SES 3	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	2
SES 2	8	0	8	10	0	10	0	0	0	0	0	0	0	0	0	18
SES 1	19	1	20	28	0	28	0	0	0	0	0	0	0	0	0	48
EL 2	154	3	157	154	55	209	0	0	0	0	0	0	0	0	0	366
EL 1	198	15	213	253	72	325	0	0	0	0	0	0	0	0	0	538
APS 6	158	10	168	175	39	214	0	0	0	0	0	0	0	0	0	382
APS 5	117	6	123	119	18	137	0	0	0	0	0	0	0	0	0	260
APS 4	14	2	16	18	8	26	0	0	0	0	0	0	0	0	0	42
APS 3	0	0	0	2	1	3	0	0	0	0	0	0	0	0	0	3
APS 2	0	1	1	0	1	1	0	0	0	0	0	0	0	0	0	2
APS 1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Graduate	12	1	13	16	1	17	0	0	0	0	0	0	0	0	0	30
Total	681	39	720	776	195	971	0	0	0	0	0	0	0	0	0	1,691

Table A2.8: Australian Public Service Act non-ongoing employees, previous report period (2023–24)

	Man/male			Woman/female			Non binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
SES3	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
SES1	1	0	1	1	0	1	0	0	0	0	0	0	0	0	0	2
EL 2	2	0	2	2	2	4	0	0	0	0	0	0	0	0	0	6
EL 1	5	0	5	11	1	12	0	0	0	0	0	0	0	0	0	17
APS6	5	1	6	7	3	10	0	0	0	0	0	0	1	0	1	17
APS5	2	1	3	4	0	4	0	0	0	0	0	0	0	0	0	7
APS4	5	0	5	5	1	6	0	0	0	0	0	0	0	0	0	11
APS3	7	5	12	6	5	11	0	0	0	0	0	0	1	0	1	24
APS2	0	0	0	0	1	1	0	0	0	0	0	0	0	0	0	1
APS1	1	0	1	0	1	1	0	0	0	0	0	0	0	0	0	2
Graduate	6	0	6	6	0	6	0	0	0	0	0	0	0	0	0	12
Total	34	7	41	42	14	56	0	0	0	0	0	0	2	0	2	99

Employment type by full-time and part-time status

Table A2.9: Australian Public Service Act employees by full-time and part-time status, current report period (2024–25)

	Ongoing			Non ongoing			Total
	Full time	Part time	Total ongoing	Full time	Part time	Total non ongoing	Total
SES 3	3	0	3	0	0	0	3
SES 2	18	0	18	0	0	0	18
SES 1	52	2	54	0	0	0	54
EL 2	369	36	405	4	1	5	410
EL 1	504	72	576	15	0	15	591
APS 6	354	42	396	22	4	26	422
APS 5	230	29	259	11	1	12	271
APS 4	31	7	38	6	1	7	45
APS 3	5	1	6	9	12	21	27
APS 2	0	1	1	0	4	4	5
APS 1	0	0	0	0	0	0	0
Graduate	44	5	49	0	0	0	49
Public Office Holder	0	0	0	11	0	11	11
Total	1,610	195	1,805	78	23	101	1,906

Table A2.10: Australian Public Service Act employees by full-time and part-time status, previous report period (2023–24)

	Ongoing			Non ongoing			Total
	Full time	Part time	Total ongoing	Full time	Part time	Total non ongoing	Total
SES 3	2	0	2	0	0	0	2
SES 2	18	0	18	0	0	0	18
SES 1	47	1	48	2	0	2	50
EL 2	308	58	366	4	2	6	372
EL 1	451	87	538	16	1	17	555
APS 6	333	49	382	13	4	17	399
APS 5	236	24	260	6	1	7	267
APS 4	32	10	42	10	1	11	53
APS 3	2	1	3	14	10	24	27
APS 2	0	2	2	0	1	1	3
APS 1	0	0	0	1	1	2	2
Graduate	28	2	30	0	0	0	30
Public Office Holder	0	0	0	12	0	12	12
Total	1,457	234	1,691	78	21	99	1,790

Employment type by location

Table A2.11: Australian Public Service Act employment type by location, current report period (2024–25)

	Ongoing	Non ongoing	Total
NSW	319	24	343
Qld	274	12	286
SA	179	6	185
Tas	33	1	34
Vic	598	34	632
WA	71	1	72
ACT	325	22	347
NT	6	1	7
Overseas	0	0	0
Total	1,805	101	1,906

Table A2.12: Australian Public Service Act employment type by location, previous report period (2023–24)

	Ongoing	Non ongoing	Total
NSW	288	25	313
Qld	256	14	270
SA	177	8	185
Tas	27	2	29
Vic	544	25	569
WA	63	1	64
ACT	326	24	350
NT	10	0	10
Overseas	0	0	0
Total	1,691	99	1,790

Indigenous employment

Table A2.13: Australian Public Service Act Indigenous employment, current report period (2024–25)

	Total
Ongoing	40
Non-ongoing	3
Total	43

Table A2.14: Australian Public Service Act Indigenous employment, previous report period (2023–24)

	Total
Ongoing	35
Non-ongoing	4
Total	39

Employment arrangements of SES and non-SES employees

Table A2.15: Number of employees covered by each industrial instrument at 30 June 2025

	ACCC Enterprise Agreement 2024–2027	IFAs	Section 24 determinations
APS 1	0	0	0
APS 2	5	0	0
APS 3	27	0	0
APS 4	45	0	0
APS 5	271	0	0
APS 6	422	0	0
EL 1	581	10	0
EL 2	353	57	0
SES 1	0	13	41
SES 2	0	1	17
SES 3	0	0	3
Graduate	49	0	0

Note: IFA = individual flexibility arrangement.

Table A2.16: Salary ranges for APS employees at 30 June 2025

	ACCC Enterprise Agreement 2024 2027	Section 24 determinations
APS 1	\$56,131–\$70,439	
APS 2	\$63,521–\$70,439	
APS 3	\$72,348–\$78,092	
APS 4	\$80,643–\$87,558	
APS 5	\$89,946–\$95,374	
APS 6	\$99,562–\$111,590	
EL 1	\$123,702–\$136,900	
EL 2	\$143,411–\$168,064	
SES 1	-	\$240,612–\$284,341
SES 2	-	\$314,705–\$386,617
SES 3	-	\$418,012–\$439,427
L 1	\$123,702–\$153,880	
L 2	\$162,619–\$172,365	
Graduate	\$74,233–\$89,946	

Performance pay

It is noted that the ACCC and AER no longer pay performance pay at any level of the agency.

Appendix 3: Mandatory executive remuneration reporting

Executive remuneration policies and practices and governance arrangements are disclosed in the annual report in Part 4.

In 2024–25 key management personnel comprised members of the Corporate Governance Board, Chief Executive Officer and Chief Finance Officer as set out in the table below.

Table A3.1: Key management personnel

Name	Position	Term
Gina Cass-Gottlieb	Chair	Full year
Mick Keogh	Deputy Chair	Full year
Catriona Lowe	Deputy Chair	Full year
Anna Brakey	Member	Full year
Peter Crone	Member	Full year
Philip Williams AM	Member	Full year – appointed 27 June 2024
Liza Carver	Member	Part year – ceased 16 May 2025
Clare Savage	Associate Member	Full year
Justin Oliver	Associate Member	Full year
Scott Gregson	Chief Executive Officer	Part year – ceased 16 March 2025
Sarah Proudfoot	Chief Executive Officer	Part year – acting from 10 February 2025, appointed 22 May 2025
Sharon Alley	Chief Finance Officer	Part year – appointed 2 September 2024

The ACCC disclosed key management personnel remuneration in note 5.2 to the financial statements for the period ending 30 June 2025.

Table A3.2: Information about remuneration for key management personnel

Name	Position title	Base salary ¹	Short term benefits			Post employment benefits		Other long term benefits		Termination benefits	Total remuneration
			Bonuses	benefits and allowances ²	Other	Superannuation contributions ³	Long service leave ⁴	long term benefits	Other		
Gina Cass-Gottlieb	Chair ⁵	776,386	-	-	-	89,080	17,332	-	-	-	882,798
Mick Keogh	Deputy Chair ⁵	551,561	-	-	-	86,236	20,033	-	-	-	657,830
Catriona Lowe	Deputy Chair ⁵	591,698	-	-	-	84,114	17,310	-	-	-	693,122
Anna Brakey	Member ⁵	570,223	-	-	-	78,953	14,729	-	-	-	663,905
Peter Crone	Member ⁵	553,887	-	-	-	79,164	14,729	-	-	-	647,780
Philip Williams AM	Member ⁵	543,010	-	-	-	58,695	7,374	-	-	-	609,079
Liza Carver	Member ⁵	456,957	-	-	-	54,297	22,743	-	-	-	533,997
Clare Savage	Associate Member ⁵	540,876	-	-	-	79,689	16,868	-	-	-	637,433
Justin Oliver	Associate Member ⁵	427,653	-	1,406	-	61,675	12,271	-	-	-	503,005
Scott Gregson	CEO	281,343	-	1,877	-	55,207	7,828	-	-	-	346,255
Sarah Proudfoot	CEO	166,068	-	-	-	23,410	33,522	-	-	-	223,000
Sharon Alley	CFO	205,113	-	-	-	31,012	25,584	-	-	-	261,709

Notes

- 1 Base salary includes gross salary earned while working plus annual leave accrued and taken. Differences between key management personnel figures and those provided by the Remuneration Tribunal, or employment contracts for the CEO and CFO positions, are related to adjustments for leave accrued, taken and revalued during the year in accordance with reporting requirements.
- 2 Other benefits and allowances includes car parking benefits that form part of an individual's remuneration package.
- 3 For individuals in a defined contribution scheme, superannuation includes superannuation amounts. For individuals in a defined benefits scheme, superannuation includes the relevant notional employer contribution rate and employer productivity superannuation contribution.
- 4 Long service leave includes leave accrued and taken in the period.
- 5 The remuneration for these positions is set by the Remuneration Tribunal with like positions having the same salary.

Table A3.3: Information about remuneration for senior executives

Total remuneration bands	Number of senior executives	Short term benefits			Post employment benefits		Other long term benefits		Termination benefits	Total remuneration
		Average base salary ¹	Average bonuses	Average other benefits and allowances ²	Average superannuation contributions ³	Average long service leave ⁴	Average other long term benefits	Average termination benefits		
\$0–\$220,000	10	114,437	-	215	23,041	4,055	-	-	141,748	
\$220,001–\$245,000	1	183,180	-	-	37,534	5,137	-	-	225,851	
\$245,001–\$270,000	6	224,061	-	-	33,549	6,687	-	-	264,297	
\$270,001–\$295,000	17	234,494	-	-	37,288	8,961	-	-	280,744	
\$295,001–\$320,000	11	254,858	-	-	43,357	10,382	-	-	308,596	
\$320,001–\$345,000	10	270,218	-	416	44,740	14,018	-	-	329,392	
\$345,001–\$370,000	2	295,538	-	1,701	49,093	11,045	-	-	357,377	
\$370,001–\$395,000	6	310,375	-	1,210	56,983	10,742	-	-	379,310	
\$395,001–\$420,000	4	333,178	-	-	58,240	14,360	-	-	405,778	
\$420,001–\$445,000	1	344,384	-	1,512	59,270	23,493	-	-	428,659	
\$495,001–\$520,000	2	426,867	-	-	69,844	11,080	-	-	507,791	

Notes

- 1 Base salary includes gross salary earned while working plus annual leave accrued.
- 2 Other benefits and allowances includes car parking benefits that form part of an individual's remuneration package.
- 3 For individuals in a defined contribution scheme, superannuation includes superannuation amounts. For individuals in a defined benefits scheme, superannuation includes the relevant notional employer contribution rate and employer productivity superannuation contribution.
- 4 Long service leave includes leave accrued and taken during the period.

Table A3.4: Information about remuneration for other highly paid staff

Total remuneration bands	Number of other highly paid staff	Short term benefits			Post employment benefits		Other long term benefits		Termination benefits	Total remuneration
		Average base salary ¹	Average bonuses	Average other benefits and allowances ²	Average superannuation contributions ³	Average long service leave ⁴	Average other long term benefits	Average termination benefits		
\$270,001–\$295,000	4	229,979	-	304	39,976	11,513	-	-	281,772	
\$295,001–\$320,000	2	245,307	-	74	47,812	5,287	-	-	298,481	
\$370,001–\$395,000	1	347,117	-	-	22,829	4,324	-	-	374,270	
\$470,001–\$495,000	2	410,114	-	-	62,537	7,637	-	-	480,288	

Notes

- 1 Base salary includes gross salary earned while working plus annual leave accrued.
- 2 Other benefits and allowances includes car parking benefits that form part of an individual's remuneration package.
- 3 For individuals in a defined contribution scheme, superannuation includes superannuation amounts. For individuals in a defined benefits scheme, superannuation includes the relevant notional employer contribution rate and employer productivity superannuation contribution.
- 4 Long service leave includes leave accrued and leave taken during the period.

Appendix 4: Work health and safety

Work health and safety management

The ACCC and AER have continued to enhance policies, guidelines and practices to meet the requirements of the *Work Health and Safety Act 2011* (Cth) (WHS Act) and the *Work Health and Safety Regulations 2011* (Cth).

Health and safety outcomes

Comcare premiums

The ACCC's final Comcare premium for 2024–25 was 0.31% of payroll. This is 0.05% higher than the final premium for the 2023–24 year.

Compensation claims

There were 3 new compensation claims lodged with Comcare from the ACCC and AER during 2024–25. One of these claims was accepted for medical expenses only and 2 were not accepted by Comcare. This means there were 0 accepted claims for the financial year. The ACCC and AER has 6 legacy current compensation claims at the end of 2024–25.

Early intervention

The ACCC and AER support employees suffering from work related and non-work related physical and psychological injuries or illnesses to maintain or resume attendance at work. During 2024–25 this assistance including psychological support was provided to employees and their families.

Incident statistics

There were 41 reports of incidents of an injury or a 'near miss' involving workers in 2024–25. Two of these incidents required notification to Comcare and Comcare subsequently determined that no further action will be taken.

Investigations, directions and notices

The agency received no notices under the WHS Act and did not conduct any investigations during 2024–25.

Appendix 5: Advertising and market research

During 2024–25 the ACCC conducted the following advertising campaigns:

- Unit pricing
<https://www.accc.gov.au/consumers/pricing/unit-prices-for-groceries>
- Consumer rights and guarantees (2 campaigns targeting youth and culturally and linguistically diverse audiences)
<https://www.accc.gov.au/consumers/buying-products-and-services/consumer-rights-and-guarantees>
- Card surcharges
<https://www.accc.gov.au/business/pricing/card-surcharges>
- Sleep bub safe
<https://www.productsafety.gov.au/about-us/our-campaigns/sleep-bub-safe>
- Scamwatch Instagram awareness campaign
<https://www.scamwatch.gov.au/about-us/about-scamwatch>
- [Fighting Scams](#).

This campaign took over the www.scamwatch.gov.au homepage for the duration of the campaign. Videos can now be found at:

- https://www.youtube.com/watch?v=k6j8V_-itMI&list=PLm9MoTQ-chAC39dOvZTWmSI3YDyenHf9q.

The report on [Campaign Advertising by Australian Government Departments and Agencies](#), prepared by the Department of Finance, provides details of campaigns where expenditure was greater than \$250,000 (excluding GST).

During 2024–25 the AER conducted the following campaign:

- AER Energy Made Easy
<https://www.energymadeeasy.gov.au/>

Under s 311A of the *Commonwealth Electoral Act 1918 (Cth)*, the ACCC is required to provide details of payments over \$16,900 (GST inclusive) to advertising agencies, market research organisations, polling organisations, direct mail organisations and media advertising agencies.

Table A5.1 sets out expenditure incurred by the ACCC to external organisations for advertising and market research services in 2024–25.

Table A5.1: Advertising and market research payments of more than \$16,900 in 2024–25

Advertising and market research organisation	Description of advertising and market research services	Amount \$ GST Incl
Bastion Insights Pty Ltd	Market research about consumer and small business perceptions of the ACCC, and community understanding of their rights and responsibilities under Australian Consumer Law	36,603
Bastion Insights Pty Ltd	Market research services about small businesses' awareness and understanding about their obligations and rights when applying card surcharges	28,000
BMF Advertising Pty Ltd	Video and creative assets for the Fighting Scams campaign	1,095,156
Carbon Media Pty Ltd	First Nations Australians communications and merchandise for Fighting Scams Campaign	192,655
Cox Inall Change Pty Ltd	Public Relations Services for the National Anti-Scam Centre campaign	178,562
Cultural Perspectives Pty Ltd	Culturally and linguistically diverse audiences communications for Fighting Scams Campaign	210,518
Data Analytics Holdings Pty Ltd	Research and assessment for AER's Methods of payment survey 2024	33,000
Hall & Partners Pty Ltd	Evaluation services for the Fighting Scams Campaign	93,539
Laundry Lane	Creative services to support the 2025 unit pricing campaign	24,910
Lonergan Research Pty Ltd	Market research and data collection services on AER Values of Customer Reliability	237,426
Lonergan Research Pty Ltd	Market research services related to the final report of the Digital Platform Services Inquiry (DPSI)	69,246
Nani Creative Pty Ltd	Specialist creative services to support the sleep bub safe infant incline ACCC Product Safety education campaign	22,942
SEC Newgate Pty Limited	AER stakeholder research 2024	34,540
SEC Newgate Pty Limited	AER stakeholder research 2025	120,751
SEC Newgate Pty Limited	Community consultation and review services for AER network transmission and distribution planning instruments and guidelines	63,855
The Creative Foundry Agency	Creative services to deliver digital marketing assets to support the 2024 Youth ACL Communications Campaign	30,000
Universal McCann	Advertising services for the 2024 consumer rights awareness campaign targeting culturally and linguistically diverse populations in Chinese, Vietnamese, Arabic and Korean communities	17,706
Universal McCann	Advertising services to engage social media audiences through the LinkedIn Life Page Package	132,859
Universal McCann	Media buying services (advertising) for the Fighting Scams campaign	5,290,092
Universal McCann	Advertising services for the Unit Pricing campaign	220,000
Universal McCann	Advertising services for the Scamwatch Instagram follower acquisition campaign	50,000

Advertising and market research organisation	Description of advertising and market research services	Amount \$ GST Incl
Universal McCann	Advertising services for card surcharges campaign	75,000
Universal McCann	Advertising services for the sleep bub safe campaign	60,000
Universal McCann	Advertising services for the 2025 Youth Australian Consumer Law campaign	40,625
Universal McCann	Advertising services for the 2025 consumer rights awareness campaign targeting culturally and linguistically diverse populations in Chinese, Vietnamese, Arabic and Korean communities	77,844
Universal McCann	Advertising services related to the risk of toppling furniture	24,019
Verian Group Australia Pty Ltd	Research and concept testing for the Fighting Scams campaign	395,011
Where to Research Based Consulting Pty Ltd	Market and social research to protect vulnerable consumers while enabling consumers to participate in energy markets	43,780

Appendix 6: Ecologically sustainable development

How our activities and administration of legislation accord with principles of ecologically sustainable development

At all times the agency seeks to achieve outcomes and its objectives in a manner which minimises the impact on resources and the environment.

How our outcomes contribute to ecologically sustainable development

We make decisions that, in line with s 3A of the *Environment Protection and Biodiversity Conservation Act 1999* (Cth), factor in short-term and long-term economic, environmental, social and equitable considerations.

Activities that affect the environment

To ensure we are able to effectively achieve our purpose, we have established offices at 9 locations around Australia. The ACCC/AER operates in line with the Energy Efficiency in Government Operations Policy and the APS Information and Communications Technology (ICT) Strategy and remains committed to environmental sustainability and performance.

Measures taken to minimise the effect of activities on the environment

We are committed to reducing the environmental impact of our activities in a range of areas.

Property

- Optimising environmental opportunities through refurbishment and new building projects.
- Exploring energy-efficient building options for new leases, reducing fit-out size, using sustainable materials where possible, and reusing or recycling office furniture.
- Using efficient, low-energy LED lighting when opportunities arise.
- Programming supplementary air conditioning to reduce energy and water consumption.
- Installing programmable and efficient office lighting, including motion sensors, in new fit-outs.

For existing commercial offices:

- with an NLA of >1,000m², maintain a minimum energy performance standard of 5.5-star rating for metropolitan facilities and 4.5-star rating for regional facilities from NABERS (National Australian Built Environment Rating System)
- focusing on sustainable waste management practices and improving staff awareness through behaviour change programs
- continuing monitoring and reporting of the ACCC/AER's whole property portfolio energy consumption.

Information technology

- Retaining main servers in offsite locations, reducing onsite energy consumption.
- Using power-saving modes for information and communications technology (ICT) equipment when not in use.
- Increasing use of ISO 14001 accredited printers for external printing services where appropriate.
- Reducing printer numbers and improving printing efficiency in accordance with government requirements.
- Using follow-me printing, duplex printing and photocopying as a default setting on all printers and multi-function devices.

Travel

- Using ICT options as an alternative to physical travel.

Workplace efficiencies

- Emphasising electronic records and electronic working arrangements.
- Promoting access to ACCC publications electronically rather than in print.

Purchasing and procurement

- Committing to sustainable procurement practices, in line with the Commonwealth Procurement Rules that require entities to consider the Sustainable Procurement Guide where there is opportunity for sustainability or use of recycled content.
- Supporting the engagement of Product Stewardship accredited suppliers who voluntarily reduce the environmental, health and safety footprint of manufactured goods and materials across the life cycle of a product.
- Purchasing 100% post-consumer recycled content copy paper.
- Procuring office equipment with low energy consumption.

Waste management

- Improving waste segregation practices, including paper, commingled recycling, general waste, e-waste and, in some offices, organic waste.
- Recycling paper and cardboard products, including pulping classified waste and providing use-again office envelopes.
- Disposing of toner cartridges through a recycling outlet.
- Recycling all fluorescent tubes.
- Disposing of mobile phones and batteries through a recycling outlet.

Information and education

- Collaborating regularly with building management to identify initiatives and participate in local environmental activities.

Mechanisms for reviewing and increasing the effectiveness of measures

The ACCC environmental strategy focuses on better environmental and sustainability practices. The ACCC/AER utilises a process of informal continuous review of the various measures it employs to reduce the environmental impact of its activities.

Where further efficiencies are identified in the course of business, the agency endeavours to put in place the measures required to realise these efficiencies. All of the above is done in accordance with both the applicable funding and environmental guidelines available to the ACCC and AER.

Appendix 7: Information required under the Competition and Consumer Act 2010

This appendix contains certain disclosures required by the *Competition and Consumer Act 2010* (Cth) (CCA).

Section 171(2) reporting requirements

Section 51(1) of the CCA provides that conduct that would normally contravene the law may be permitted if it is specifically authorised under other Commonwealth, state or territory legislation. Section 171(2) of the CCA requires our annual report to include a list of all Commonwealth, state and territory laws that the ACCC is aware of that rely on s 51(1) of the CCA or s 51(1) of the Competition Code (as defined in s 150A).

Exceptions under Commonwealth, state and territory legislation

Below is a list of the legislation that allows such conduct or provides for regulations to be made authorising particular conduct. The list includes legislation of which the ACCC has been notified or has otherwise become aware.

Commonwealth

Australian Postal Corporation Act 1989

Banking Act 1959

Competition and Consumer Act 2010

Customs Act 1901

Financial Sector (Business Transfer and Group Restructure) Act 1999

Insurance Act 1973

Life Insurance Act 1995

Liquid Fuel Emergency Act 1984

Payment Systems (Regulation) Act 1998

Social Security (Administration) Act 1999

Stronger Futures in the Northern Territory Act 2012

Telecommunications Act 1997

Australian Capital Territory

Cemeteries and Crematoria Act 2020

Competition Policy Reform Act 1996

Financial Management Act 1996

Government Procurement Amendment Act 2024

Government Procurement Act 2001

Health Act 1993

Insurance Authority Act 2005

Racing Act 1999

Road Transport (Public Passenger Services) Act 2001

Territory Records Act 2002

Waste Management and Resource Recovery Act 2016

New South Wales

Australian Jockey and Sydney Turf Clubs Merger Act 2010

Betting and Racing Act 1998

Casino Control Regulation 2019

Coal Industry Act 2001

Competition Policy Reform (New South Wales) Act 1995

Electricity Generator Assets (Authorised Transactions) Act 2012

Electricity Infrastructure Investment Act 2020

Gaming Machines Act 2001

Health Services Act 1997

Hunter Water Act 1991

Industrial Relations Act 1996

Industrial Relations (Ethical Clothing Trades) Act 2001

James Hardie Former Subsidiaries (Winding up and Administration) Act 2005

Land and Property Information NSW (Authorised Transaction) Act 2016

Liquor Act 2007

Major Events Act 2009

Passenger Transport Act 2014

Point to Point Transport (Taxis and Hire Vehicles) Act 2016

Rice Marketing Act 1983

Sporting Venues Authorities Act 2008

Thoroughbred Racing Act 1996

Totalizator Act 1997

Waste Avoidance and Resource Recovery Act 2001

Northern Territory

Competition Policy Reform (Northern Territory) Act 1996

Electricity Reform Act 2000

Environmental Protection (Beverage Containers and Plastic Bags) Act 2011

Liquor Act 2019

Water Supply and Sewerage Services Act 2000

Queensland

Brisbane Olympic and Paralympic Games Arrangements Act 2021

Energy (Renewable Transformation and Jobs) Act 2024

Gladstone Power Station Agreement Act 1993

Industrial Relations Act 2016

Liquor Act 1992

Racing Act 2002

Sugar Industry Act 1999

Sugar Industry Regulation 2022

Transport Operations (Passenger Transport) Act 1994

Waste Reduction and Recycling Act 2011

South Australia

Adelaide University Act 2023

Authorised Betting Operations Act 2000

Competition Policy Reform (South Australia) Act 1996

Cooper Basin (Ratification) Act 1975

Liquor Licensing Act 1997

Roxby Downs (Indenture Ratification) Act 1982

Tasmania

Competition Policy Reform (Tasmania) Act 1996

Container Refund Scheme Act 2022

Biosecurity (Salmonid Biosecurity Zones) Regulations 2022

Electricity Reform Act 2012

Electricity Supply Industry Act 1995

Electricity Supply Industry Restructuring (Savings and Transitional Provisions) Act 1995

Energy Coordination and Planning Act 1995

Gaming Control Act 1993

Rail Company Act 2009

TOTE Tasmania (Sale) Act 2009

Water and Sewerage Corporation Act 2012

Victoria

Circular Economy (Waste Reduction and Recycling) Act 2021

Gambling Regulation Act 2003

Health Services Act 1988

Legal Profession Uniform Law Application Act 2014

Liquor Control Reform Act 1998

Outworkers (Improved Protection) Act 2003

Owner Drivers and Forestry Contractors Act 2005

State Owned Enterprises Act 1992

Western Australia

Betting Control Act 1954

Competition Policy Reform (Western Australia) Act 1996

Electricity Corporations Act 2005

Electricity Industry Act 2004

Electricity Industry (Electricity System and Market) Regulations 2004

Electricity Industry (Pilbara Networks) Regulations 2021

Energy Coordination Act 1994

Legal Profession Uniform Law Application Act 2022

Liquor Control Act 1988

North West Gas Development (Woodside) Agreement Act 1979

Owners–Drivers (Contracts and Disputes) Act 2007

TAB Disposal Act 2019

Waste Avoidance and Resource Recovery Act 2007

Section 171(3) reporting requirements

Time taken to make final determinations and decisions

No final determinations were made under s 44V of the CCA in relation to access disputes during the reporting period.

The ACCC took 7 months to make a final decision accepting a revised undertaking from the Australian Rail Track Corporation, replacing the 2008 Interstate Access Undertaking, extending the term by 6 months to 31 December 2024. Further information is available under Strategic Objective 6.

No decisions were made on applications under s 44PA(1) about government tendering.

No information relating to the 'acquisitions provisions' in the CCA is reportable for this period, as the relevant provisions had not taken effect. However, this information will be included in the ACCC 2025–26 annual report.

Notices given by the ACCC under the CCA

General description of matters for which notices were given

In 2024–25 the following notices were issued by the ACCC during market studies, inquiries and investigations of conduct potentially in contravention of the prohibition on anti-competitive mergers, restrictive trade practices provisions, industry codes and consumer and small business protection provisions in the *Competition and Consumer Act*.

- 11 total (including electricity market) notices under s 51ADD (requiring the provision of information or documents that the addressee is required to keep, generate or publish under an applicable industry code)
- 337 notices under s 95ZK (requiring the provision of information and/or documents relating to the affairs of the addressee which may be relevant to an ACCC inquiry or ACCC monitoring, as set out in the provision)
- 223 notices under s 53ZT (requiring the provision of information or documents required to be kept, generated or published under a gas market instrument)
- Nil notices under s 133D (requiring the provision of information and documentation relating to the safety of consumer goods)
- 260 notices under s 155(1)(a) and (b) (requiring the addressee to furnish information in writing and produce documents)
- 5 notices under s 155(1)(a) (requiring the addressee to furnish information)
- 47 notices under s 155(1)(b) (requiring the addressee to produce documents)
- 60 notices under s 155(1)(c) (requiring the addressee to appear in person and give evidence)
- 1 authorisation instrument was signed to facilitate the disclosure of protected information under s 155AAA(12) (where the Chair is satisfied that particular protected information will assist another agency, body or person)
- nil notices under s 155A (requiring the provision of information and documents relating to a matter that may constitute a misuse of market power in a trans-Tasman market).

No proceedings were instituted to challenge the validity of any statutory notice issued by the ACCC.

Search warrants issued or signed

No search warrants were issued by a judge under s 135Z or signed by a judge under s 136.

There were 7 warrants issued by a magistrate under s 154X (Part XID). All related to alleged contraventions of prohibitions on the making and giving effect to contracts, arrangements or understandings containing cartel provisions.

No search warrants were signed by a magistrate under s 154Y.

There were no challenges to the validity of the above search warrants.

Entry to premises

There were 0 entries onto premises under s 133B, s 133C, Division 6 of Part XI or Part XID (s 154D).

Inspectors appointed under s 133(1) of the Competition and Consumer Act may enter the premises from which a person in trade or commerce supplies consumer goods and service, if the public has access to the premises at the time of entry. While on the premises, the inspector may take photographs, inspect consumer goods and equipment or purchase consumer goods and services. During 2024–25 surveillance staff appointed as inspectors undertook nil entries to premises under s 133B or s 133C as part of the ACCC routine surveillance program.

Complaints received and major matters investigated

Part 3 contains:

- a. the number and general nature of complaints (other than designated complaints) received by the ACCC in 2024–25 and how they were dealt with
- b. a general description of the major matters investigated by the ACCC and 2024–25.

Details of the number of complaints received by the ACCC in 2024–25 and a summary of the kinds of complaints received and how they were dealt with are in Part 3.

Designated complaints

The ACCC received 2 designated complaints in 2024–25, to which the Commission was compliant with s 154ZG and s 154ZK(3)(b) of the CCA.

Matters investigated by the ACCC

Details of the major matters investigated by the ACCC in 2023–24 are in Part 3.

Substantiation notices issued

There were nil substantiation notices issued pursuant to s 219(2)(a) and (c) of the CCA in 2024–25.

Intervention in proceedings

The ACCC did not intervene in any proceedings during 2024–2025.

Section 56CH(4) reporting requirements

Section 56CH(4) of the CCA requires this report to include information about the performance of the Consumer Data Right (CDR) Accreditor's functions, and the exercise of the CDR Accreditor's powers.

Entities that wish to collect consumer data directly from data holders under CDR must be accredited by the CDR Accreditor. The CDR Accreditor is provided with a number of functions and powers in Part IVD of the CCA and the *Competition and Consumer (Consumer Data Right) Rules 2020* (CDR Rules). The CDR Accreditor's functions and powers include to accredit an accreditation applicant if satisfied that the applicant meets the accreditation criteria specified in the CDR Rules; impose, vary or remove conditions on an accreditation; and revoke or suspend an accreditation. The CDR Rules also allow the CDR Accreditor to accept the surrender of an accreditation, approve the form in which an accreditation application can be made, consult with other regulators, request further information from applicants and audit the compliance of an accredited data recipient.

The ACCC is the CDR Accreditor under the CCA.

During 2024–25 the CDR Accreditor:

- accredited 2 persons at the unrestricted level
- received notification of 50 CDR representative arrangements¹¹
- accepted the surrender of 4 accreditations at the unrestricted level and one at the sponsored level.

Section 56CL(4) reporting requirements

Section 56CL(4) of the CCA requires this report to include information about the performance of the CDR Accreditation Registrar's functions and the exercise of the Accreditation Registrar's powers.

The Accreditation Registrar has a number of functions and powers under Part IVD of the CCA and the CDR Rules. The Accreditation Registrar must establish and maintain the Register of Accredited Persons (the Register). Information in the Register must be made publicly available by the Accreditation Registrar as required by the CDR Rules. The CDR Rules also require the Accreditation Registrar to create and maintain a database of other information to be kept in association with the Register. This database includes a list of data holders and associated technical information.

Other Accreditation Registrar functions are to:

- manage the process of on-boarding accredited persons and data holders to the Register and associated database by requiring them to provide information to be stored in the Register and associated database that is necessary for the processing of requests for CDR data
- maintain and ensure the security, integrity and stability of the Register and associated database, including by undertaking and facilitating testing by accredited data recipients and data holders
- issue requests to data holders and accredited data recipients to do specified things where necessary or convenient in order for the Accreditation Registrar to exercise its powers or, where this is necessary, to ensure the security, integrity and stability of the Register or associated database

¹¹ 50 arrangements were notified in 2024–25. However, as at 30 June 2025, 4 of these had ended. Since the first representative arrangement was notified to us in December 2021, 227 arrangements have been notified in total. However, 3 of these have progressed to obtaining their own accreditations and another 59 have now ended.

- inform the CDR Accreditor of any failure of an accredited data recipient to comply with a condition of its accreditation or to do things requested by the Accreditation Registrar.

The ACCC is the Accreditation Registrar under the CCA.

During 2024–25 the Accreditation Registrar:

- maintained the Register of Accredited Persons and associated database including by:
 - publishing entries for 2 newly accredited persons (all at the unrestricted level) and 50 CDR representative arrangements
 - activating 8 data holders, 14 additional data holder brands, 1 accredited data recipient and 46 additional accredited data recipient software products
 - removing:
 - 2 data holders that surrendered their banking licenses
 - 5 accredited persons that surrendered their accreditations (and also removing their 4 associated software products)
 - 3 additional data holder brand and 18 accredited data recipient software products pursuant to requests from the relevant participants
 - amending and correcting entries to reflect other changes the Accreditation Registrar was informed of – for example, updating the details of data holders that changed their names.
- updated the guidance for data holders and accredited persons on the process to onboard to the Register and associated database.

Appendix 8: Information required under the National Energy Retail Law, National Gas Law, National Electricity Law

This appendix contains certain disclosures required by the National Energy Retail Law, National Gas Law and National Electricity Law.

Reporting has been omitted since the 2020–21 reporting period, the information supplied below is provided with the intention of correcting that omission.

National Energy Retail Law (Retail Law)

Section 206(17) reporting requirements

2020–21 – 0 notices issued under s206(2)(c) of the Retail Law

2021–22 – 0 notices issued under s206(2)(c) of the Retail Law

2022–23 – 0 notices issued under s206(2)(c) of the Retail Law

2023–24 – 0 notices issued under s206(2)(c) of the Retail Law

2024–25 – 0 notices issued under s206(2)(c) of the Retail Law

National Gas Law

Section 42(17) reporting requirements

2020–21 – 0 notices issued under s42(2)(c) of the National Gas Law

2021–22 – 0 notices issued under s42(2)(c) of the National Gas Law

2022–23 – 0 notices issued under s42(2)(c) of the National Gas Law

2023–24 – 0 notices issued under s42(2)(c) of the National Gas Law

0 notices issued under s42 of the National Gas Law for the purposes of a function under Division 1AA

2024–25 – 0 notices issued under s42(2)(c) of the National Gas Law

0 notices issued under s42 of the National Gas Law for the purposes of a function under Division 1AA

National Electricity Law

Section 28(17) reporting requirements

2020–21 – 0 notices issued under s28(2)(c) of the National Electricity Law

2021–22 – 0 notices issued under s28(2)(c) of the National Electricity Law

2022–23 – 17 notices issued under s28(2)(c) of the National Electricity Law. The notices related to the AER’s investigation into generator bidding conduct during the administered price cap period, immediately prior to Australian Energy Market Operator suspending the National Electricity Market in mid-June 2022, see the AER’s [July–Dec 2022 Compliance and enforcement update](#) pg 5–6 and [June 2022 market events report](#).

0 proceedings commenced to challenge a notice given under s28(2)(c).

2023–24 – 0 notices issued under s28(2)(c) of the National Electricity Law

0 notices issued under s28 of the National Electricity Law for the purposes of a function under Division 1A

2024–25 – 6 notices issued under s28(2)(c) of the National Electricity Law. The notices related to the AER’s investigation into the Broken Hill power system event, see [AER investigating Broken Hill power system event | Australian Energy Regulator \(AER\)](#)

0 notices issued under s28 of the National Electricity Law for the purposes of a function under Division 1A

Glossary and abbreviations

ACCC	Australian Competition and Consumer Commission
ACL	Australian Consumer Law
ACMA	Australian Communications and Media Authority
ACO	Annual Compliance Order
ACT	Australian Capital Territory
ADI	authorised deposit-taking institution
AEMC	Australian Energy Market Commission
AEMO	Australian Energy Market Operator
AER	Australian Energy Regulator
AFCA	Australian Financial Complaints Authority
AHTV	Aboriginal Health Television
AI	artificial intelligence
ANAO	Australian National Audit Office
API	Application Programming Interface
APS	Australian Public Service
ARENA	Australian Renewable Energy Agency
ARTC	Australian Rail Track Corporation
ASEAN	Association of Southeast Asian Nations
ASIC	Australian Securities and Investments Commission
BETA	Behavioural Economics Team of the Australian Government
CAP	Consumer Affairs Program
CCA	<i>Competition and Consumer Act 2010</i>
CCG	Customer Consultative Group
CCP	Committee on Consumer Policy
CDPP	Commonwealth Director of Public Prosecutions
CDR	Consumer Data Right
CDR Rules	Competition and Consumer (Consumer Data Right) Rules 2020
CEO	Chief Executive Officer
CESS	Capital Expenditure Sharing Scheme
CFMEU	Construction, Forestry and Maritime Employees Union

CLIP	Competition Law Implementation Program
Co	company
COO	Chief Operating Officer
CPA	contingent project application
CROMP	Climate Risk and Opportunity Management Program
CRT	cost-reflective tariffs
CSS	Commonwealth Superannuation Scheme
Cth	Commonwealth
CTM	certification trade mark
CTS	Conformance Test Suite
CWO	Central-West Orana
DCE	digital currency exchange
DER	distributed energy resources
DFAT	Australian Government Department of Foreign Affairs and Trade
DMO	Default Market Offer
DNSP	distributed network service provider
DP-Reg	Digital Platform Regulators Forum
DPSI	Digital Platform Services Inquiry
DSB	Data Standards Body
ECMC	Energy and Climate Change Ministerial Council
EII	Electricity Infrastructure Investment
EII Act	<i>Electricity Infrastructure Investment Act 2020 (NSW)</i>
EL	Executive Level
EME	Energy Made Easy
ESB	Energy Security Board
FCAWA	Financial Counsellors' Association of Western Australia
FOI Act	<i>Freedom of Information Act 1982 (Cth)</i>
FWC	Fair Work Commission
GST	goods and services tax
GW	gigawatts
Hon	Honourable
HR	human resources
ICAN	Indigenous Consumer Assistance Network

ICN	International Competition Network
ICPEN	International Consumer Protection and Enforcement Network
ICT	information and communication technology
IPART	Independent Pricing and Regulatory Tribunal
ISP	integrated system plan
LEIC	<i>Act Law Enforcement Integrity Commission Act 2006</i>
LMS	learning management system
LNG	liquid natural gas
LSD	Legal Services Directions
Ltd	Limited
MAIF Agreement	Marketing in Australia of Infant Formula: Manufacturers and Importers Agreement
Mbps	megabits per second
MIC	market impact component
MP	Member of Parliament
MYEFO	Mid-Year Economic Fiscal Outlook
N/A	not applicable
NACCHO	National Aboriginal Community Controlled Health Organisation
NASC	National Anti-Scam Centre
NBN	National Broadband Network
NCC	network capability component
NDIA	National Disability Insurance Agency
NDIS	National Disability Insurance Scheme
NDIS Commission	National Disability Insurance Scheme Quality and Safeguards Commission
NECF	National Energy Customer Framework
NEM	National Electricity Market
NIAA	National Indigenous Australians Agency
NICS	National Indigenous Consumer Strategy
NSW	New South Wales
NT	Northern Territory
OAIC	Office of the Australian Information Commissioner
OECD	Organisation for Economic Co-operation and Development
PBS	Portfolio Budget Statement

PGPA Act	<i>Public Governance, Performance and Accountability Act 2013 (Cth)</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PINCCER	Pacific Island Network of Competition Consumer and Economic Regulators
PRD	product reference data
PSS	Public Sector Superannuation Scheme
PSSap	PSS accumulation plan
Pty Ltd	Proprietary Limited
Qld	Queensland
RAAP	Register and Accreditation Application Platform
Register	Register of Accredited Persons
Retail Law	National Energy Retail Law
Retail Rules	National Energy Retail Rules
REZ	Renewable Energy Zone
RIN	Regulatory Information Notice
RIT-D	regulatory investment test for distribution
RIT-T	regulatory investment test for transmission
RLC	Regulator Leadership Cohort
RRO	Retailer Reliability Obligation
SA	South Australia
SBAS	Superfast Broadband Access Service
SBFCC	Small Business and Franchising Consultative Committee
SC	service component
SE	south-east
SES	Senior Executive Service
SIPS	System Integrity Protection Scheme
SME	small and medium enterprise
SSG	Semi-Scheduled Generator
SSNS	System Security Network Support
STPIS	Service Target Performance Incentive Scheme
SUDI	sudden unexpected death in infancy
SWQP	South West Queensland Pipeline
t/a	trading as
Tas	Tasmania

TNSPs	transmission network service providers
TSTPIS	Service Target Performance Incentive Scheme
UCT	unfair contract term
UK	United Kingdom
URF	Utility Regulators Forum
US(A)	United States of America
VCR	values of customer reliability
Vic	Victoria
VNR	values of network resilience
WA	Western Australia
WEMDRA	Wholesale Energy Market Dispute Resolution Adviser
WHS	work health and safety
WPCPS	Working Party on Consumer Product Safety

Compliance index

List of requirements

This schedule provides, for the purposes of paragraph 17AJ(d) of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule), the list of requirements to be included in a non-corporate Commonwealth entity's annual report for a reporting period. The schedule is prepared for subsection 46(3) of the *Public Governance, Performance and Accountability Act 2013 (Cth)*.

PGPA Rule Reference	Part of Report	Description	Requirement
17AD(g)	Letter of transmittal		
17AI	Letter of transmittal	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory
17AD(h)	Aids to access		
17AJ(a)	About this report	Table of contents (print only)	Mandatory
17AJ(b)	Index	Alphabetical index (print only)	Mandatory
17AJ(c)	Glossary and abbreviations	Glossary of abbreviations and acronyms.	Mandatory
17AJ(d)	Compliance index	List of requirements.	Mandatory
17AJ(e)	About this report	Details of contact officer.	Mandatory
17AJ(f)	About this report	Entity's website address.	Mandatory
17AJ(g)	About this report	Electronic address of report.	Mandatory
17AD(a)	Review by accountable authority		
17AD(a)	Part 1 Year in review	A review by the accountable authority of the entity.	Mandatory
17AD(b)	Overview of the entity		
17AE(1)(a)(i)	Part 2 Overview of the ACCC and AER	A description of the role and functions of the entity.	Mandatory
17AE(1)(a)(ii)	Part 2 Overview of the ACCC and AER	A description of the organisational structure of the entity.	Mandatory
17AE(1)(a)(iii)	Part 2 –Performance measurement and reporting framework	A description of the outcomes and programmes administered by the entity.	Mandatory
17AE(1)(a)(iv)	Part 2 Agency overview – ACCC and Part 2 Agency overview – AER	A description of the purposes of the entity as included in corporate plan.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AE(1)(aa)(i)	Part 4 Management and Accountability – Senior leadership	Name of the accountable authority or each member of the accountable authority.	Mandatory
17AE(1)(aa)(ii)	Part 4 Management and Accountability – Senior leadership	Position title of the accountable authority or each member of the accountable authority.	Mandatory
17AE(1)(aa)(iii)	Part 4 Management and Accountability – Senior leadership	Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory
17AE(1)(b)	N/A	An outline of the structure of the portfolio of the entity.	Portfolio departments—mandatory
17AE(2)	N/A	Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory
17AD(c)	Report on the Performance of the entity		
	<i>Annual performance Statements</i>		
17AD(c)(i); 16F	Part 3 and Part 3a (covers both ACCC and AER, respectively)	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory
17AD(c)(ii)	Report on Financial Performance		
17AF(1)(a)	Part 1 Year in Review Financial snapshot	A discussion and analysis of the entity's financial performance.	Mandatory
17AF(1)(b)	Part 6 Appendix 1	A table summarising the total resources and total payments of the entity.	Mandatory
17AF(2)	Part 1 Year in Review Financial snapshot	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	N/A
17AD(d)	Management and Accountability		
	<i>Corporate Governance</i>		
17AG(2)(a)	Part 4 Management and Accountability – Fraud Control	Information on compliance with section 10 (fraud systems)	Mandatory
17AG(2)(b)(i)	Letter of transmittal	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(2)(b)(ii)	Letter of transmittal	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	Mandatory
17AG(2)(b)(iii)	Letter of transmittal	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	Mandatory
17AG(2)(c)	Part 4 Management and Accountability Managing the ACCC and AER	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory
17AG(2)(d) – (e)	Part 1 Year in Review Financial snapshot	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance.	N/A
Audit Committee			
17AG(2A)(a)	Part 4 Management and Accountability Managing the ACCC and AER	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory
17AG(2A)(b)	Part 4 Management and Accountability Managing the ACCC and AER	The name of each member of the entity's audit committee.	Mandatory
17AG(2A)(c)	Part 4 Management and Accountability Managing the ACCC and AER	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory
17AG(2A)(d)	Part 4 Management and Accountability Managing the ACCC and AER	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory
17AG(2A)(e)	Part 4 Management and Accountability Managing the ACCC and AER	The remuneration of each member of the entity's audit committee.	Mandatory
External Scrutiny			
17AG(3)	Part 4 Management and Accountability External scrutiny	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory
17AG(3)(a)	Part 4 Management and Accountability External scrutiny	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, Mandatory
17AG(3)(b)	Part 4 Management and Accountability External scrutiny	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(3)(c)	Part 4 Management and Accountability External scrutiny	Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory
Management of Human Resources			
17AG(4)(a)	Part 4 Management and Accountability Key activity 7.1	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory
17AG(4)(aa)	Part 6 Appendix 2	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender (d) statistics on staff location	Mandatory
17AG(4)(b)	Part 6 Appendix 2	Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following: ■ Statistics on staffing classification level ■ Statistics on full-time employees ■ Statistics on part-time employees ■ Statistics on gender ■ Statistics on staff location ■ Statistics on employees who identify as Indigenous.	Mandatory
17AG(4)(c)	Part 4 Management and Accountability Key activity 7.1	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> .	Mandatory
17AG(4)(c)(i)	Part 6 Appendix 2	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory
17AG(4)(c)(ii)	Part 6 Appendix 2	The salary ranges available for APS employees by classification level.	Mandatory
17AG(4)(c)(iii)	Part 4 Management and Accountability Key activity 7.1	A description of non-salary benefits provided to employees.	Mandatory
17AG(4)(d)(i)	Part 6 Appendix 2	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory
17AG(4)(d)(ii)	Part 6 Appendix 2	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory
17AG(4)(d)(iii)	Part 6 Appendix 2	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(4)(d)(iv)	Part 6 Appendix 2	Information on aggregate amount of performance payments.	If applicable, Mandatory
Assets Management			
17AG(5)	N/A	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, mandatory
Purchasing			
17AG(6)	Part 4 Management and Accountability – Procurement and Asset Management	An assessment of entity performance against the <i>Commonwealth Procurement Rules</i> .	Mandatory
Reportable consultancy contracts			
17AG(7)(a)	Part 4 Management and Accountability – Procurement and Asset Management	A summary statement detailing the number of new contracts engaging consultants entered into during the period; the total actual expenditure on all new consultancy contracts entered into during the period (inclusive of GST); the number of ongoing consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting year on the ongoing consultancy contracts (inclusive of GST).	Mandatory
17AG(7)(b)	Part 4 Management and Accountability – Procurement and Asset Management	A statement that “During [reporting period], [specified number] new reportable consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing reportable consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]”.	Mandatory
17AG(7)(c)	Part 4 Management and Accountability – Procurement and Asset Management	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory
17AG(7)(d)	Part 4 Management and Accountability – Procurement and Asset Management	A statement that “Annual reports contain information about actual expenditure on reportable consultancy contracts. Information on the value of reportable consultancy contracts is available on the AusTender website.”	Mandatory
Reportable non-consultancy contracts			
17AG(7A)(a)	Part 4 Management and Accountability – Procurement and Asset Management	A summary statement detailing the number of new reportable non-consultancy contracts entered into during the period; the total actual expenditure on such contracts (inclusive of GST); the number of ongoing reportable non-consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting period on those ongoing contracts (inclusive of GST).	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(7A)(b)	Part 4 Management and Accountability – Procurement and Asset Management	A statement that “Annual reports contain information about actual expenditure on reportable non-consultancy contracts. Information on the value of reportable non-consultancy contracts is available on the AusTender website.”	Mandatory
17AD(daa)	Additional information about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts		
17AGA	Part 4 Management and Accountability – Procurement and Asset Management	Additional information, in accordance with section 17AGA, about organisations receiving amounts under reportable consultancy contracts or reportable non-consultancy contracts.	Mandatory
Australian National Audit Office Access Clauses			
17AG(8)	Part 4 Management and Accountability – Procurement and Asset Management	If an entity entered into a contract with a value of more than \$100,000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor’s premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, Mandatory
Exempt contracts			
17AG(9)	Part 4 Management and Accountability – Procurement and Asset Management	If an entity entered into a contract or there is a standing offer with a value greater than \$10,000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, Mandatory
Small business			
17AG(10)(a)	Part 4 Management and Accountability – Procurement and Asset Management	A statement that “[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance’s website.”	Mandatory
17AG(10)(b)	Part 4 Management and Accountability – Procurement and Asset Management	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17AG(10)(c)	N/A	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that “[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury’s website.”	If applicable, Mandatory
Financial Statements			
17AD(e)	Part 5 Financial Statements	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory
Executive Remuneration			
17AD(da)	Part 6 Appendix 3 Mandatory executive remuneration reporting	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2-3 of the Rule.	Mandatory
17AD(f) Other Mandatory Information			
17AH(1)(a)(i)	Part 6 Appendix 5: Advertising and market research	If the entity conducted advertising campaigns, a statement that “During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on those advertising campaigns is available at [address of entity’s website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance’s website.”	If applicable, Mandatory
17AH(1)(a)(ii)	Part 6 Appendix 5: Advertising and market research	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory
17AH(1)(b)	Part 4 Management and Accountability	A statement that “Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity’s website].”	If applicable, Mandatory
17AH(1)(c)	Part 4 Management and Accountability – Key activity 7.1	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory
17AH(1)(d)	Part 4 Management and Accountability – External scrutiny	Website reference to where the entity’s Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory
17AH(1)(e)	Part 4 Management and Accountability Managing the ACCC and AER	Correction of material errors in previous annual report.	If applicable, mandatory
17AH(2)	Compliance index	Information required by other legislation.	Mandatory

Information required by other legislation

Subsection 17AH(2) of the PGPA Rule provides for the inclusion of other mandatory information in annual reports as required by an act or instrument. The ACCC is required to include information in its annual report by the *Competition and Consumer Act 2010* (Cth) (CCA), the *Work Health and Safety Act 2011* (Cth), the *Commonwealth Electoral Act 1918* (Cth) and the *Environment Protection and Biodiversity Conservation Act 1999* (Cth).

Competition and Consumer Act 2010 requirements

Under our enabling legislation, the Competition and Consumer Act, the ACCC is required to include the following matters in its annual report.

Section of CCA	Requirement	Part of Report
56CH(4)	Information about the performance of the Data Recipient Accreditor's functions, and the exercise of the Data Recipient Accreditor's powers	Part 6 Appendix 8 – Section 56CL(4) reporting requirements
56CL(4)	Information about the performance of the Accreditation Registrar's functions, and the exercise of the Accreditation Registrar's powers	Part 6 Appendix 8 – Section 56CL(4) reporting requirements
171(2)	Cumulative list of all Commonwealth, state and territory laws that the Commission knows about that authorise things for the purposes of s 51(1) of this Act or s 51(1) of the Competition Code (as defined in s 150A).	Part 6 Appendix 8 – <i>Exceptions under Australian, state and territory legislation</i>
171(3)(aa)(i)	The time taken to make final determinations under s 44V in relation to access disputes.	Part 6 Appendix 8 – <i>Time taken to make final determinations and decisions</i> – Final determinations on access disputes under section 44V
171(3)(aa)(ii)	The time taken to make decisions on access undertaking applications or access code applications (within the meaning of s 44B).	Part 6 Appendix 8 – <i>Time taken to make final determinations and decisions</i> – <i>Decisions on access undertaking applications and access code applications</i>
171(3)(aa)(iii)	The time taken to make decisions on applications under s 44PA(1).	Part 6 Appendix 8 – <i>Time taken to make final determinations and decisions</i> – <i>Time taken to make decisions on applications under subsection 44PA(1)</i>
171(3)(a)(i)	The number of notices given by the Commission under s 155.	Part 6 Appendix 8 – Notices under the CCA
171(3)(a)(iii)	The number of notices given by the Commission under s 155A.	Part 6 Appendix 8 – Notices under the CCA
171(3)(b)	A general description of the nature of the matters in respect of which the notices were given.	Part 6 Appendix 8 – Notices under the CCA
171(3)(c)	The number of proceedings brought to challenge the validity of the notices.	Part 6 Appendix 8 – Notices under the CCA <i>Challenges to the validity of notices</i>
171(3)(ca)	The number of search warrants issued by a judge under s 135Z or signed by a judge under s 136.	Part 6 Appendix 8 – Notices under the CCA <i>Search warrants issued or signed</i>

Section of CCA	Requirement	Part of Report
171(3)(d)	The number of search warrants issued by a magistrate under s 154X or signed by a magistrate under s 154Y.	Part 6 Appendix 8 – Notices under the CCA <i>Search warrants issued or signed</i>
171(3)(da)	A general description of the nature of the matters in respect of which the search warrants referred to in paragraph (ca) or (d) were issued or signed.	Part 6 Appendix 8 – Notices under the CCA <i>Search warrants issued or signed</i>
171(3)(db)	The number of proceedings brought to challenge the validity of the search warrants referred to in paragraph (ca) or (d).	Part 6 Appendix 8 – Notices under the CCA <i>Challenges to the validity of search warrants</i>
171(3)(dc)	The number of entries onto premises under s 133B or 133C, Division 6 of Part XI or Part XID.	Part 6 Appendix 8 – <i>Entry to premises</i>
171(3)(e)	The number of complaints received by the Commission.	Part 6 Appendix 8 – <i>Complaints received by the ACCC</i>
171(3)(f)	A general summary of the kinds of complaints received by the Commission and how it dealt with them.	Part 6 Appendix 8 – <i>Complaints received by the Commission</i>
171(3)(g)	A general description of the major matters investigated by the Commission.	Part 3 Part 6 Appendix 8 – Matters investigated by the ACCC
171(3)(h)	The number of times the Commission has intervened in proceedings and a general description of the reasons for doing so.	Part 6 Appendix 8 – <i>Intervention in proceedings</i>

Commonwealth Electoral Act 1918 requirements

Under s 311A of the *Commonwealth Electoral Act 1918*, the ACCC is required to report on the following matters in its annual report.

Requirement	Part of Report
A statement setting out particulars of all amounts more than \$14,300 paid by, or on behalf of, the Commonwealth Department during the financial year to: advertising agencies; market research organisations; polling organisations; direct mail organisations; and media advertising organisations; and the persons or organisations to whom those amounts were paid.	Part 6 Appendix 5

Work Health and Safety Act 2011 requirements

In accordance with Schedule 2, Part 4 of the *Work Health and Safety Act 2011*, the matters the ACCC must include in its annual report are as follows.

Section	Requirement	Part of Report
4(2)(a)	Initiatives taken during the year to ensure the health, safety and welfare of workers who carry out work for the entity.	Part 4 Management and Accountability
4(2)(b)	Health and safety outcomes (including the impact on injury rates of workers) achieved as a result of initiatives mentioned under paragraph (a) or previous initiatives.	Part 6 Appendix 4
4(2)(c)	Statistics of any notifiable incidents of which the entity becomes aware during the year that arose out of the conduct of businesses or undertakings by the entity.	Part 6 Appendix 4
4(2)(d)	Any investigations conducted during the year that relate to businesses or undertakings conducted by the entity, including details of all notices given to the entity during the year under Part 10 of the Work Health and Safety Act 2011.	Part 6 Appendix 4
4(2)(e)	Such other matters as are required by guidelines approved on behalf of the parliament by the Joint Committee of Public Accounts and Audit.	N/A

Environment Protection and Biodiversity Conservation Act 1999 requirements

Section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* requires Commonwealth entities and Commonwealth companies to report on the following matters.

Section	Requirement	Part of Report
516A(6)(a)	How the activities of, and the administration (if any) of legislation by, the entity during the period accorded with the principles of ecologically sustainable development (ESD).	Part 4 – Environmental sustainability Part 6 Appendix 6
516A(6)(b)	How the outcomes (if any) specified for the entity in an Appropriations Act relating to the period contribute to ESD.	Part 6 Appendix 6
516A(6)(c)	The effect of the entity's activities on the environment.	Part 6 Appendix 6
516A(6)(d)	Any measures the reporter is taking to minimise the impact of activities by the entity on the environment.	Part 6 Appendix 6
516A(6)(e)	The mechanisms, if any, for reviewing and increasing the effectiveness of those measures.	Part 6 Appendix 6

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