



Strategic Plan 2035

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‘We’re energising Queensland.’



Every day, Queenslanders flip a switch and expect the power to be there. That simple expectation – to keep lights on and help customers manage their energy – is why we exist, and it drives everything we do.

We’re operating in a complex and uncertain environment, with change happening across the energy industry and the broader economy. It’s times like these where operating with a clear purpose makes all the difference.

Right now, our focus is firmly on the fundamentals – our core work – keeping the lights on safely, reliably and affordably, while supporting customers to get more value from their energy. This includes being ready to respond to storms and disasters, and restore power quickly and safely when Queensland needs us most. We are strengthening resilience and security, delivering a clear, transparent service, making it easier and more predictable for customers to connect, and being ready to power important moments ahead of us including the Brisbane 2032 Olympic and Paralympic Games. These are the expectations of our customers, communities and shareholders, and it’s up to us to make sure we prioritise them through consistent, disciplined delivery.

At the same time, we know the energy system around us is evolving. Customers are generating and sharing energy more than ever before, technology is advancing, and the energy grid is becoming more dynamic and complex, creating new opportunities for customers to participate in, and benefit from, energy. While we must protect what works today, we also need to shape what’s coming next. This includes delivering energy solutions for a smarter, secure, two-way energy grid that builds upon our digital foundations and supports flexibility, customer choice and new ways to access and engage with energy services – without compromising reliability or cost.

At the heart of this journey are our people. Their skill, experience and commitment turn our strategy into reality. By strengthening safety, building future fit capabilities, and lifting performance and accountability, we’re creating the confidence and clarity needed to deliver as our industry continues to evolve.

Underpinning every decision is a simple but critical principle – every dollar must count. Through operational excellence, disciplined investment, and smarter regulatory and commercial choices, we’re ensuring the transition supports affordability while continuing to evolve both our network and customer facing services to improve outcomes and choice.

Together, this is how we keep the lights on, support customers in how they use and manage their energy, and energise Queensland. By getting the fundamentals right today, earning trust through how we deliver, and evolving the energy system responsibly we can ensure customers and communities can rely on us now and into the future.

Patrick Brady
Chair
Energy Queensland

Our purpose, role and plan to 2035

This Strategic Plan sets Energy Queensland's direction to 2035. It outlines how we will continue to deliver safe, reliable and affordable electricity today, while responsibly preparing for the future of the energy system.

In doing so, the Strategic Plan directly supports the Queensland Energy Roadmap priorities of affordability, reliability and sustainability, ensuring our actions align with the State's energy transition objectives. By translating our purpose into clear strategic priorities, the plan guides decisions and investment across the organisation, ensuring effort is focused where it delivers the greatest value for customers, communities and the State. At the heart of delivering this plan are our people, culture and values, which underpin our ability to execute the strategy and deliver lasting impact.

Our purpose and role

Energy Queensland exists to energise Queensland, keeping the lights on – today and into the future.

We safeguard the energy system in the public interest, enabling a connected, resilient and affordable electricity network and services for customers. We deliver reliable, predictable experiences and simple, trusted customer solutions, making disciplined, value-based decisions that sustain trust and long-term capability as the energy system changes.

As a regulated provider of critical infrastructure, retailing in regional Queensland and consumer energy services, we balance affordability, reliability, safety and customer outcomes. We do this with a clear focus on creating long-term value for the communities and customers we serve.

Value we deliver

We are focused on creating long-term public value by:

- safely, reliably and affordably enabling Queensland's energy system;
- supporting customers, communities and essential services;
- delivering disciplined, value-based investment and stable returns for the State;
- equipping our people and partners to perform at their best; and
- underpinning Queensland's economic growth, electrification and decarbonisation for current and future generations.



OUR PURPOSE

WE ENERGISE QUEENSLAND

OUR STRATEGIC AREAS OF FOCUS

C

CONNECTED FUTURE

We are keeping the lights on, connecting customers and communities to energy solutions for a resilient, sustainable future.

O

ONE ENERGY QUEENSLAND

We are one business, united by a shared way of working and powered by capable and engaged people.

R

RELIABLE EXPERIENCE

We deliver reliable service, clear communication and a trusted experience.

E

EVERY DOLLAR COUNTS

We deliver value for customers, communities and shareholders.

OUR VALUES

WE'RE SAFE

We prioritise the physical safety and mental wellbeing of our people, customers, and communities

WE BELONG

We embrace diversity, empower all to excel, and unite to become stronger together

WE GROW

We foster both personal growth for collective success and innovation to build Queensland's energy future

WE DELIVER

We deliver on personal commitments to build our shared achievements



What we'll prioritise

Our Strategic Areas of Focus

Our Strategic Areas of Focus translate our purpose and strategy into clear, enterprise-wide priorities. They guide decision-making, resource allocation and how we measure success, ensuring our everyday choices deliver reliable services, public value and long-term energy system sustainability.

C

Connected Future

We keep the lights on while connecting customers and communities to energy solutions for a resilient, sustainable future.

We're building a digitally enabled system that supports customer participation, safe electrification, and two-way energy - delivering greater choice, flexibility, and reliability.

Success means faster connections, improved efficiency, and resilient growth with better customer outcomes, affordability, and long-term sustainability.

O

One Energy Queensland

We are one business, united by a shared way of working and powered by capable and engaged people.

We bring clarity and consistency through a common approach, enabled by people who take ownership and deliver together in a culture of safety, trust, and excellence.

Success means a safe, adaptable workforce with the skills and behaviours to consistently deliver for customers, communities and the organisation.

R

Reliable Experience

We deliver reliable service, clear communication and a trusted experience.

We focus on consistent, transparent delivery - getting the basics right and making it easy for customers to understand, manage, and engage with their energy.

Success means clearer communication, fewer complaints, stronger trust, and an easier experience for customers and stakeholders.

E

Every Dollar Counts

We deliver value for customers, communities and shareholders

We focus on efficient, disciplined decisions - ensuring every investment and trade-off is purposeful, prioritised, and balanced for affordability, sustainability, and reasonable government returns.

Success means lower costs, higher productivity, and clear value delivered without compromising safety or reliability.

How our strategy will be delivered

Strategic Initiatives

Our strategic initiatives define the key areas of coordinated action that enable delivery of our Strategic Areas of Focus. They translate strategic intent into focused investment, capability uplift and change, ensuring the organisation directs effort and resources to where they create the greatest long-term value and impact.

Connected Future

Strengthen whole-of-system resilience, integration and energy security

Keeping the lights on through a strengthened energy system, integration, resilience and security to withstand disruption, protection of critical infrastructure and customer outcomes, and maintaining reliable, sustainable operations.

Build upon our digital foundations

Building upon our digital foundations for a smarter, more responsive business and energy system, enabling real-time visibility, data driven decisions and AI enablement to improve efficiency, reduce costs, and deliver more reliable outcomes.

Unlock greater value for customers through flexibility, coordination and energy solutions

Unlock greater customer value by coordinating consumer energy resources through a Distributed System Operator approach, enabling customers to participate in energy markets and services, improving network utilisation, delivering innovative retail products and services, prioritising capital investment, reducing cost-to-serve and delivering more reliable, efficient energy outcomes.

One Energy Queensland

Deliver high performance as one Energy Queensland

We are one Energy Queensland with a shared way of working, underpinned by a capable and people-centred workforce, with high performance outcomes driven through clarity, accountability and ongoing alignment across the business.

Change the workforce to meet future customer and energy system needs

Adapt workforce skills, capabilities and ways of working to safely and effectively meet evolving customer, operational and regulatory needs, lifting adaptability, productivity and delivery capacity as the system evolves.

Reliable Experience

Accelerate and simplify customer connections

Make customer connections faster, simpler and more predictable by removing process friction and bottlenecks, enabling electrification at scale, improving customer outcomes and trust, and lifting network utilisation while reducing our cost-to-serve.

Energise Queensland for the 2032 Brisbane Olympic and Paralympic Games

Deliver world-class reliability and delivery confidence for the 2032 Brisbane Olympic and Paralympic Games, demonstrating system resilience and excellence while leaving a lasting infrastructure and capability legacy for customers and communities, enabling the growth of Queensland.

Provide an improved experience for customers and stakeholders

Provide an improved experience for customers, regulators, and stakeholders by ensuring clear communication, consistent processes, and reliable delivery across service, billing, products and everyday interactions. This includes leveraging our proven strength in responding to storms and severe weather events across Queensland - delivering timely, coordinated, and transparent support, and reinforcing trust through dependable performance.

Every Dollar Counts

Drive operational excellence through end-to-end efficiency

Drive end-to-end efficiency by reducing rework, duplication, and manual effort by simplifying, standardising and automating processes to ensure our spending delivers customer value and meets regulatory expectations while improving service and affordability, and delivering an efficient network.

Strengthen enterprise-wide investment governance

Strengthening enterprise-wide investment governance which directs funding to the highest-value priorities through transparent decision-making that reduces duplication, aligns with key outcomes, and ensures every dollar delivers measurable value and accountability.

Maximise value through regulatory and commercial levers

Maximise value by optimising regulatory outcomes and targeted commercial opportunities, strengthening capital discipline through the Regulatory Determination and any Ex-post Reviews, and responsibly shaping unregulated revenue streams to improve affordability and long-term customer and stakeholder value without increasing risk.

Our Operating Principles

The following principles guide prioritisation, investment decisions and trade-offs across the organisation:

- Safety and reliability first - safety, reliability and mandatory obligations are non-negotiable.
- One EQL - one team, remove silos, remove duplication.
- Manage risk within appetite.
- Accountability and ownership - clarity and certainty, clear decision making, at the lowest level, prioritisation.
- Simplification - core business.
- Customer and community focused - safety, reliability, security, resilience, affordability and fairness.
- Creation of value - profitability, sustainable return on investment and returns to shareholders.



Measuring our success

Success through leadership

Our strong leadership will be an earmark of our success.

Collective accountability

Leaders are jointly accountable for delivering our strategy.

Portfolio ownership and delivery

Leaders are accountable for translating the strategy into operational plans and measurable outcomes within their areas of responsibility, ensuring all major investment, policy, workforce, and risk decisions align to the strategy. This includes actively prioritising, stopping or redesigning work that does not contribute to agreed strategic outcomes.

Visible role-modelling

Leaders must consistently communicate the strategy, reinforce priorities, and model the desired behaviours in decision-making.

Escalation and learning

Risks, delivery challenges, and emerging issues are surfaced early, with leaders supporting adaptive responses and shared learning.







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