



Gender Pay Gap Report

2023 - 2024

A message from the CEO



Our commitment to diversity, equity and inclusion.

I am pleased to present Transgrid Group's second annual Gender Pay Gap Report. The gender pay gap is an important measure of gender equality and it helps us to better understand and address the drivers of gender inequality at both an organisational and industry level.

Transgrid Group continues to play a critical role in leading the energy transition, accelerating the nation-critical transmission projects needed to provide access to affordable, clean, and reliable electricity to millions of Australians. As part of this mission, we have seen immense growth in our business over the past 12 months. We know that to sustain this growth, and deliver a clean energy future for Australia, we need to keep up the focus on improving gender equality outcomes, embedding strong D&I foundations, and creating a respectful, inclusive and safe workplace for everyone. With increasing competition for talent, it is critical that women are attracted to, and stay in, the energy sector, so we harness the full capability of our workforce and meet the objectives of the energy transition.

We are continuing our work to progress gender equity and reduce gender pay gap at Transgrid Group. As a member of the Champions of Change Energy Group, I am personally invested in shifting the dial on gender equity, and collectively we have undertaken significant work over the past 12 months to understand the key challenges in our sector. I am also pleased that our efforts to date have been recognised – in 2024, Transgrid Group was a joint recipient of the Clean Energy Council's Diversity & Inclusion award - acknowledging our initiatives to improve gender equality across our organisation.

We are glad to see ongoing progress in gender equality at Transgrid Group, with our median total remuneration pay gap reducing from 16.1% to 15% in the past 12 months. While we are

pleased to be leading our industry across all measures, including against the median total remuneration pay gap of 17.6%. We remain vigilant in our efforts to negate the gap in full. In this regard, we have made deliberate efforts to address the three identified drivers of the gender pay gap – job types, caring responsibilities, and gender bias – which we share in this report. We also know that gender is not the only driver of inequality, and we have worked towards an intersectional approach to diversity and inclusion this year, with a focus on an overall culture of inclusivity. We have strong and engaged employee-led networks that play a critical role in building this culture, and I am proud of the contributions of who help us make a difference and ultimately address gender equality and the gender pay gap.

We recognise that there is still significant work to be done. Sustainable change takes time, and we have a long way to go to further drive that change and improve gender equity outcomes at a national, industry and organisational level. We will continue to deliver on our diversity and inclusion strategy, and work with others in our industry to create a more inclusive and equitable environment for all.



Brett Redman
Chief Executive Officer,
Transgrid Group



Acknowledgement of Country

In the spirit of reconciliation, the Transgrid Group acknowledges the Traditional Custodians of the lands where we work, the lands we travel through and the places in which we live. We pay respect to the people and Elders past and present, and celebrate the diversity of Aboriginal and Torres Strait Islander peoples and their ongoing connections to the lands and waters of NSW and the ACT.

Who we are

Transgrid Group owns and operates the NSW and ACT electricity transmission network and is responsible for delivering a safe and reliable electricity supply to over 3.7 million households and businesses across NSW and the ACT. We are at the forefront of the transition to clean energy, building the new transmission network required as Australia connects more renewables to the grid.

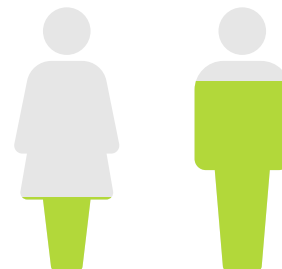
As an organisation, we are geographically dispersed with offices, depots, substations and employees across NSW, the ACT, and into Victoria and Queensland. Our headquarters are based in Sydney, with offices in Melbourne, Western Sydney, Newcastle, Tamworth, Orange, Wagga Wagga and Yass. We have a workforce

made up of office-based and field-based technical and trade roles. Most of our technical and trade roles work away from home frequently, often in regional and remote locations.

At the time of reporting to Workplace Gender Equality Agency (WGEA) for 2023-24, we had 1,717 employees in our organisation, an increase from the 1,417 we had at the time of reporting in 2022-23.

Please note that in the WGEA data explorer Transgrid Group is listed under The Trustee for the NSW Electricity Networks Operations Trust.

1,717 total employees



28% women **72%** men

What is the gender pay gap?

The gender pay gap refers to the difference in earnings between men and women across organisations, industries, and the workforce, expressed as a percentage of men's earnings. It is a measure of women's position in the economy, in comparison to that of men.

It is an important indicator of gender equity in society, and of how as a country we value men and women's contributions. In Australia, every sector has a pay gap in favour of men, even feminised and gender-balanced industries¹.

The gender pay gap is not the same as equal pay which refers to men and women being paid the same amount for performing the same or comparable work and is a legal requirement in Australia.

The pay gap is influenced by social, economic, and political factors that can reduce women's earning capacity over their lifetime. These factors result in a national average gender pay gap of 21.8% (2023-24)². Measuring the pay gap helps us to understand the action needed at an organisational, sector, and national level to close the gap and achieve gender equity.

Equal pay

Same pay for same or comparable work.



Gender pay gap

The difference in average earnings between men and women, influenced by the different representation of men and women at different levels.



*Infographic for illustration purposes only.

1 WGEA, Australia's Gender Equality Scorecard 2023-24, WGEA, November 2024.

2 WGEA, Australia's Gender Equality Scorecard 2023-24, WGEA, November 2024.

National drivers of the gender pay gap

At a national level, there are three key drivers of the gender pay gap.³



Type of job

'Type of job' refers to the gendered nature of some industries and roles and the different salaries they attract.

How are we addressing this?

At Transgrid Group, we are addressing this by proactively creating opportunities for women to enter historically male-dominated roles that have generally attracted higher remuneration, as well as working towards gender balance in leadership roles. This includes:

- Our established pre-apprenticeship program for women to encourage women into technical and trade roles
- Ensuring gender balance at graduate and apprentice program intakes
- Achieving a gender balanced split at our executive level.



Caring responsibilities and workforce participation

Women have historically taken more time out of the workforce to accommodate caring responsibilities, affecting longer term income capacity.

How are we addressing this?

We know we won't reduce the gender pay gap while women continue to bear the burden of the unpaid workload at home. Our parental leave procedure makes 20 weeks of primary care paid parental leave available to parents of all genders, and we actively encourage men to take up this offering. During this WGEA reporting period, men made up 68% of our employees taking primary care parental leave.



Gender bias

Globally, women have found it more challenging to progress in the workforce due to ongoing gender biased in decision-making at all stages of their careers.

How are we addressing this?

To help address this bias:

- We undertake an annual gender remuneration and progress review to ensure starting salaries, promotions and pay progressions are equitable across all genders
- We have awareness training in place for all assessors and interviewers involved in graduate and apprentice recruitment, and our performance and talent processes.



³ KPMG, Shes Price(d)less: The Economics of the Gender Pay Gap, Prepared with Diversity Council Australia (DCA) and the Workplace Gender Equality Agency (WGEA), Sydney, KPMG, 2022.



How is the gender pay gap calculated?

For the 2022-23 reporting year, WGEA published the median gender pay gap for organisations. The median refers to the middle point of the dataset – in this case, a comparison of the mid-salary-point for men and the mid-salary-point for women in an organisation.

This year, WGEA has reported on both the mean and the median gender pay gap. This is the first year WGEA has publicly reported on the mean (average) pay gap for organisations. The mean gender pay gap refers to the overall difference in the average earnings between men and women.

In both cases, the pay gap is expressed as a percentage of men's earnings.

Why report on both?

The mean can be skewed by outliers (small numbers of very high or very low earners), whereas the median is less affected by extremes and more representative of the majority.

Changes to the dataset for 2023/24

This year, WGEA has included the following in their gender gap reporting for the first time:

- Salaries of CEOs and Heads of Business (CEO-equivalents for subsidiary organisations – not applicable to Transgrid Group).
- Salaries of casually-employed managers.

Average (mean)

Total of all female pay divided by the number of females.



Total of all male pay divided by the number of males.



Middle (median)

The number in the middle.

Lowest amount Midpoint Highest amount



Total of all male pay divided by the number of males.

Lowest amount Midpoint Highest amount



Transgrid Group's gender pay gap

Transgrid Group has a median total remuneration pay gap of 15%, a reduction from 16.1% the previous year. We continue to perform better than the mean and median for our industry comparison group. This table outlines a comparison of our gender pay gaps between this year and last year, as well as a comparison to the industry. We are making progress and will continue to address the necessary drivers to close the gap.

While we acknowledge there is still work to do, we are also pleased that, with an average total remuneration gap of 10.6%, Transgrid continues to perform significantly better than the WGEA national average of 21.8%.

	2022-23		2023-24	
	Transgrid	Industry	Transgrid	Industry
Median pay gap				
Base salary	6.4%	11.8%	7.0%	7.9%
Total remuneration	16.1%	21.6%	15%	17.6%
Mean pay gap				
Base salary	not reported in this period		5.1%	5.8%
Total remuneration	-	-	10.6%	14.5%





I Understanding our gender pay gap

How has our gender pay gap changed since last year?

We are pleased to see that our total remuneration median pay gap has decreased since last year. The pay gap reduction has been positively influenced by more women moving into and being recruited into higher salary bands that attract a short-term incentive (e.g. bonus payments). Roles with incentives and bonuses contribute to total remuneration, and a more gender equal distribution reduces the pay gap.

Our median base pay gap has marginally increased. While more women have moved into higher salary bands compared to the previous year, we have also seen an increase in the representation of women in our lower salary bands as we deliberately build our talent pipeline in early career roles to address underrepresentation of women in the industry.

What's influencing our gender pay gap?

There are two key factors that influence both Transgrid Group's median and mean pay gaps. These are consistent from the previous reporting period.

1 Lower representation of women in historically male-dominated trade roles

Transgrid Group continue to work to to address historical gender segregation in our workforce – a challenge also experienced at both the sector and national level. The lower representation of women in historically male-dominated trade roles impacts our gender pay gap because these roles have tended to attract higher salaries, allowances and overtime payments.

Much progress has been made – women now make up 35% of our apprentice cohort for trade roles, for example. This is a known 'tough spot' in our industry, and we are working with the Champions of Change Energy Group to continue to address the attraction of more women to trade related roles.

2 Imbalanced representation of women at different levels across the organisation

Increasing the number of women in leadership positions (as well as overall representation) has been a key focus of Transgrid Group's gender strategy, and we continue to work towards this. Whilst we have seen rapid growth across the whole organisation, resulting in steady rates of representation at all levels, a higher representation of women in non-manager positions continues to contribute to a lower median and average salary point for women compared to men.

Addressing the gender pay gap

Since our first report last year, we have continued to deliberately drive action to improve gender equity outcomes. We have implemented strategies and initiatives to support change and create genuine opportunities and pathways.

Leadership

42% of our senior leaders at General Manager level were women in FY24.



Career pathways

57% of this reporting year's program cohort successfully secured full apprenticeship placements for 2024/2025, demonstrating the continued success of our 'Pre-apprenticeship Program for Women.'

39% of our total graduate cohort consisted of women as at FY24.

40% of our total apprentice cohort consisted of women as at FY24.

Flexibility

50/50

gender balanced split of men and women with formal flexible working arrangements in this reporting year.



We created new job-share arrangements in FY25 in non-administrative roles.

Inclusive culture



In FY24, we achieved silver accreditation from the Australian Workplace Equality Index for LGBTQI+ inclusion, building on our existing bronze accreditation.



Parental leave

We have continued to foster a culture of sharing the care and encouraging men's participation in caregiving.

WORK180

partnership in FY24, with our CEO promoting the uptake of parental leave for men in an external news story on Channel 9.

2 weeks

of paid leave has been added in FY25 for early pregnancy loss, available to all employees (gender-neutral), supplementing our existing stillbirth provisions.

68%

of those taking primary carer parental leave during the WGEA reporting period were men – an increase from 55% in the previous reporting year.

Case study: Driving grassroots change with the Energise network for gender equality

Transgrid Group has worked closely with our employees to establish and sustain strong, high-performing employee-led networks. These networks are a critical part of our diversity and inclusion strategy, because they amplify the voices of our people, advocate for change at a grassroots level and help grow a culture of inclusivity. One of these networks is Energise, our network for gender equality, which drives initiatives to address awareness of gendered issues and support people of all genders to thrive in our workplace.

In 2024, Energise launched a program of networking events to help our people connect with others across the business. The events featured prominent women leaders in our organisation sharing their wisdom and insights, followed by structured networking opportunities. In addition, Energise hosts an annual networking event for female apprentices to help connect them with other women and leaders across the business. These events provide women and men in our organisation with visible female role models and networking support to help bring people together.

“...Organising apprentice network events to support females in remote areas has been particularly rewarding, as I feel we’re making small but meaningful changes that have a real impact on their experience in a traditionally male dominated industry.”

- **Laura Stirton,**
Chair of the Energise Network.

Energise also successfully rolled out period care packs to all women and menstruating gender diverse people working in the field, with personalised sustainable sanitary product options. This initiative addressed a structural barrier to women’s participation in field work: the lack of facilities in remote locations for those experiencing their periods. Energise partnered with Muru Office Supplies, a majority Indigenous-owned business, to make these packs available to all women in field-based roles. Through this offering, Energise helped make our workplace more accessible and inclusive for women, supporting retention of talented women in trade roles.

Laura Stirton, Chair of the Energise Network, reflects on the network’s efforts: “As Chair of Energise Network, I’m proud to champion gender equity and work toward creating a more inclusive environment...”





I Case study: Male allies and champions for change

We know that gender equality benefits everyone – and men’s engagement is critical. Without the voices and actions of men driving change, we cannot truly achieve more equitable outcomes.

Steven Arnold is a Senior Project Manager in our Delivery function, based in Newcastle, and a member of the Energise Steering Committee for over 12 months – one of our male leaders in this space.

“I joined the Energise Network because I believe in the power of collective action to drive gender equality. Working in the energy sector, I’ve seen both the challenges and the opportunities for progress.”

Steven has been actively involved in initiatives supporting gender equality through the Energise Network. One of his achievements was developing his own short, simple and easy-to-digest inclusive

language pack for his team to address some of the common non-inclusive language and behaviours he saw in his work, which was then rolled out to members of all our employee-led networks to share across the business.

Steven has also been involved in the ‘Supporting Women in the Field’ workstream. Steven says, “One of the highlights for me was speaking at the Women in Energy Sector forum hosted in August by Transgrid Group. This event brought together representatives from Distribution and Transmission companies to discuss key issues in the energy sector and provide networking opportunities. It was great to share some of the amazing work happening at Transgrid Group and highlight how Energise is effectively driving change – from grassroots initiatives backed by executive support.”

As a passionate advocate for gender equality, Steven understands the importance of being part of this work and bringing men on the journey: “It’s crucial to not only amplify the voices of women and gender minorities, but also to actively engage men – they are essential because they can help challenge the systemic barriers that are often based on traditional gender norms. **Gender equality shouldn’t be seen as just a ‘women’s issue’ – it affects everyone**”.

- Steven Arnold



Next steps and actions

We are making progress towards closing the gender pay gap, but we recognise that this is an ongoing journey, and there is still work to be done.

As an organisation, we seek to play our part in building trust in the sector as a safe, inclusive, and positive career choice for women, challenging gender stereotypes so that we may attract and retain talent from across the full workforce, and reduce our gender pay gap.

We continue to commit to the key actions identified the previous gender pay gap report to drive progress, noting that progress is made when we stay the course.

1 Enhancing our inclusive recruitment strategy

We have best practice processes in place for our apprentice and graduate recruitment, as well as early careers pipeline opportunities, such as a pre-apprenticeship program for women and scholarships for women in engineering, with strong gender-balanced outcomes.

We are continuing to build on our focus on career progress. We have created opportunities for women in senior leadership programs through our ELT delegate program, which identifies high-performing women at General Manager level and gives them an opportunity to participate in the Executive Leadership Team for 6 months to gain exposure and experience at executive level. Career progression at early/mid-stage career is an area of focus.



2 Embedding gender in decision-making across the organisation

We have increased the data insights provided to each of our business units on their gender representation to help them address tough spots and challenges unique to each part of the business. We will continue to track progress.

3 Fostering an inclusive culture by continuing to engage male allies, ensuring the benefits of gender equity are understood and experienced by all our employees

Gender equality benefits everybody. We have strong and visible male allies and leaders across the organisation and we are focused on building further allyship and support.





Find out more at:
1800 222 537
people@transgrid.com.au
transgrid.com.au

We welcome feedback on our reporting and performance. Please send your comments to: people@transgrid.com.au

© Transgrid Group 2025. All rights reserved.