



Gender equality at Transgrid Group

**WGEA reporting period 2024-2025
(1 April 2024 - 31 March 2025)**



Acknowledgement of Country

We acknowledge the long-standing connection to Country shared by the Traditional Custodians of the lands, skies, and waterways we live and work on. This connection inspires and informs the care we take when working across the land as well.

We recognise that Country in every corner of every state we operate in, is rich in tens of thousands of years of history and culture. And that every community we work in has their own connection with the land. We honour this in the actions we take – and honour the Elders past, present and emerging.

Scan the QR code for more information about Transgrid's cultural heritage and reconciliation



A message from the CEO

As Australia's energy system continues to transform, the strength and diversity of our people have never mattered more. The work we face today demands deep technical expertise, fresh thinking and genuine collaboration. To achieve this, we must create workplaces where everyone feels safe, respected and able to contribute.

Improving gender equity is essential to our success as we deliver Australia's energy transition.

For an industry that has long been male dominated, improving gender equity is critical to our success. A more balanced workforce brings the skills, perspectives and culture we need to deliver the energy transition while better representing the communities we serve. To attract and retain the best people, we must ensure women and all employees have clear, supported and accessible pathways across every part of our business.

Over the past year, Transgrid Group has continued to grow as we deliver major projects that underpin Australia's clean energy future steadfast. We continue working to address the long-standing structural issues that impact gender equality in the energy sector.

We are proud of the progress we have made to date. Real progress comes from the decisions we make every day about recruitment, development, role design and leadership behaviour. Over the past year, we have strengthened our early careers pathways, enhanced inclusive recruitment practices, expanded leadership development opportunities, and continued to support flexible working. We proactively review remuneration and assess pay equity to ensure employees are paid equally for equal work, regardless of gender. We have also invested in better data and insights to help leaders make more informed and equitable decisions.

As a member of the Champions of Change Energy group, I remain personally committed to advancing gender equity at Transgrid Group and across our industry. This is our third gender report, and we remain focused on transparency, accountability and continuous improvement.

While we've made strong progress, there is more to be done, and I'm grateful for the dedication of our people. With determination and a shared commitment to inclusion, I am confident we can drive even more meaningful, lasting change ahead.



Brett Redman
Chief Executive Officer
Transgrid Group



Lilly Flick –
Pre-apprentice



Who we are

Transgrid Group owns and operates the NSW 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.

We are a geographically dispersed organisation, with offices, depots, substations and employees spread out across NSW, the ACT, and into Victoria and Queensland. Our workforce combines office-based and field-based roles, with our field-based people travelling vast distances to build and maintain our assets across regional and remote locations.

Our operations are managed and delivered by two key arms of our business, Transgrid and Lumea, both of which are covered in our reporting to the Workplace Gender Equality Agency. Transgrid Group reports under the The Trustee for the NSW Electricity Networks Operations Trust (70250995390).

At the time of reporting to WGEA for 2024-2025, we had 1,928 employees in our organisation – an increase from 1,717 the previous reporting year.

1,928
total employees



30%
women



70%
men



Amy Longmuir - Substation Technician Apprentice.
Jess Evans - Substation Technician Apprentice.
Brodie Grant - Substation Technician Apprentice.
Trent Guillespie - Field Coordinator.
Taylor Madden - Substations Technician.

Towards gender equality at Transgrid Group

Transgrid Group is focused on building a more inclusive workplace and striving for gender equality. We are making meaningful progress on this journey towards equality – but we know this requires ongoing effort and there is still much to be done.

Consistency and commitment are central to achieving sustainable and lasting change. We continue to focus on driving outcomes through our commitments to inclusive recruitment, inclusive leadership, and inclusive work design.



Inclusive recruitment

To deliver a clean energy future, we need to be hiring from the full talent pool and bringing in the right talent at the right time.

How are we doing this?

Building diverse early careers pipelines:

- Pre-apprenticeship program for women
- Scholarships and sponsorships for female students in STEM
- Robust recruitment processes to drive gender-balanced apprenticeship and graduate program intakes.

Career progression and leadership representation

- Gender balanced recruitment shortlists for leadership roles
- Executive Delegate Program for high-performing female senior leaders
- High-potential talent programs for progression and development of emerging female leaders.



Inclusive leadership

Strong and inclusive leadership capability is critical for creating culture, driving change, and achieving equitable outcomes.

How are we doing this?

Data visibility

- Improving our internal data capability and transparency
- Equipping leaders with current data to improve understanding of challenges and patterns
- Applying a gender-lens to data-informed decision making across the entire employee lifecycle.

Inclusive leadership capability

- Roll out of comprehensive culture plan to drive a workplace culture aligned with our values
- Roll out of leadership learning programs centring inclusive behaviours and leadership capability.



Inclusive work design

Working environments and work design are crucial for removing barriers and supporting participation and progression.

How are we doing this?

Creating pathways

- Clearer, structured career pathways to make critical roles more accessible to a wider talent pool
- Introduction of Program Management Pathways Program: creating re-skilling opportunity for women to enter into male dominated space of program management.

Ways of working redesign

- Rethinking ways of working to scope and trial flexibility options for field roles and rosters
- Exploring industry partnerships to rethink ways of working cross-industry
- Leveraging new technologies to make work more flexible and accessible.
- Regular review of remuneration to ensure equal pay for equal work.



Amy Longmuir -
Substation Technician
Apprentice

Our progress so far

Achieving gender equity comes from step changes and actions over time. Since our last gender pay gap report, we have continued to deliberately implement strategies, initiatives and day-to-day actions and behaviours to create positive shifts.

During the WGEA reporting period of FY24-25:

Senior leadership

Women made up

44% of our executive leadership team

40% of our General Managers

Flexibility and family friendly workplace

Men made up

67% of those taking primary carer parental leave – a representative ratio of our organisational gender split



Pregnancy loss leave introduced for employees of all genders experiencing pregnancy loss

Career pathways

Women made up

47% of our graduate cohort

32% of our apprentice cohort was female

Inclusive culture

15 events organised by our Employee Networks to support a diverse and inclusive workplace, across gender equity, LGBTQI+ allyship, and cultural diversity focus areas

4 Domestic and Family Violence awareness workshops rolled out to leaders across the business



Silver accreditation achieved from the Australian Workplace Equity Index for LGBTQI+ inclusion



Understanding the gender pay gap

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.

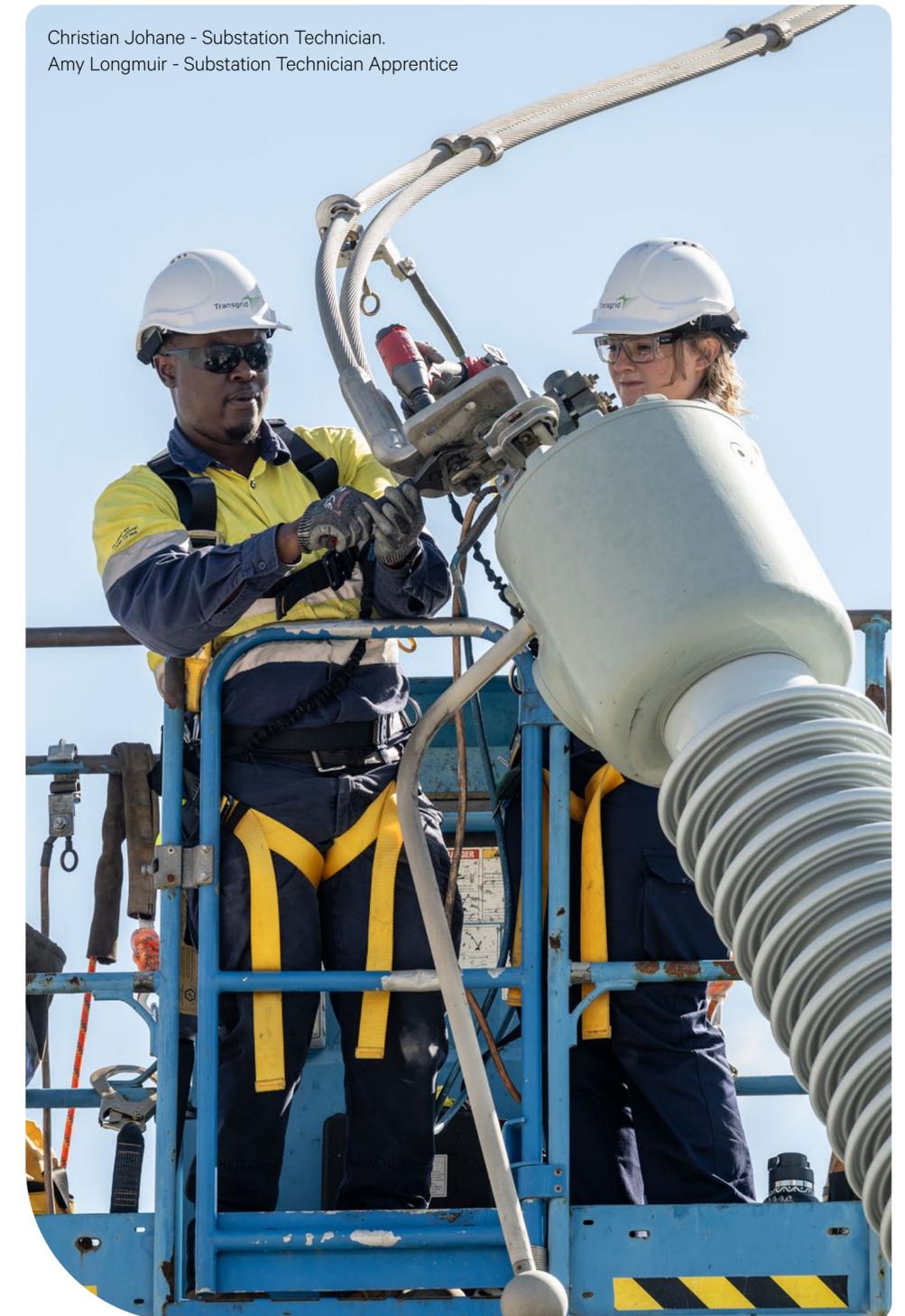
It is a measure of women's position in the economy, in comparison to that of men. It is an important indicator of gender equity in society, and of how as a country we value men and women's contributions. Almost 71% of Australian employers have a pay gap in favour of men¹. We undertake an extensive annual remuneration review, and as part of that, we review pay equity to ensure employees are paid the same for same work, irrespective of gender.

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. At Transgrid Group, we undertake an extensive annual remuneration review to ensure employees are paid equally for equal work, regardless of gender.

The pay gap is influenced by social, economic, and political factors that can reduce women's earning capacity over their lifetime, resulting in a national average total remuneration pay gap of 21.1%².

These factors include the gender segregation of job types, the impact of caring responsibilities on women's workforce participation, and the gender bias in decision making that impacts women's opportunities.

Measuring the pay gap helps identify what action is needed at an organisation, sector and national level to address gender inequality.



¹ Workplace Gender Equality Agency, Australia's Gender Equality Scorecard: Key results from the Workplace Gender Equality Agency's Employer Census 2024-25, November 2025.

² Workplace Gender Equality Agency, Australia's Gender Equality Scorecard: Key results from the Workplace Gender Equality Agency's Employer Census 2024-25, November 2025.

What's driving our gender pay gap?

As in previous years, there are two consistent factors that primarily influence our gender pay gap. We are proactively working to address these drivers, but we recognise they are systemic issues, and creating sustainable change will take some time.



Jess Evans - Substation Technician Apprentice.
Christian Johane - Substation Technician.

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

Underrepresentation of women in technical and trade roles is an ongoing challenge at both sector and organisation level. These roles tend to attract high salaries and entitlements to allowance and overtime payments, impacting total remuneration and driving up male averages.

What drives this?

At a societal level, women have not historically been encouraged to pursue career pathways in technical and trade roles and have faced structural barriers to participating in these roles, such as a lack of appropriate personal protective equipment or facilities.

What are we doing to address this?

Transgrid Group continues to work to address this imbalance, with a particular focus on building our apprenticeship pipeline. Women made up 26.3% of our 2025 apprenticeship intake and comprise 32% of our overall apprentice cohort.

2. Imbalanced representation of women at different levels across the organisation

The lower representation of women in leadership and their higher representation in lower-paid non-management positions contributes to both lower median and average salary points for women and contributes to our gender pay gap.

What drives this?

Gender bias and structural barriers have historically (and often continue to) impacted women's progression into leadership roles. The substantial load of caregiving placed on women, and the historical lack of flexibility for family care, has also limited progression opportunities.

What are we doing to address this?

Increasing women's participation at leadership level is a significant focus for Transgrid Group. Our overall representation of women has improved as our workforce has grown, but women's representation in leadership has remained steady. We have strong female participation in executive and senior leadership, however this drops off for early and middle management. We are proactively working to address this gap through high potential talent programs, applying a gender lens to succession planning, setting targets for gender balanced recruitment shortlists, and redesigning roles to improve flexibility.

This imbalance may persist as we strategically focus on building a diverse early careers pipeline, welcoming more women into the organisation at entry level and growing the talent that is currently underrepresented in the market.



Contact details

For all enquiries regarding the Gender equality at Transgrid Group report,
contact: people@transgrid.com.au

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