Transgrid Group

Annual Sustainability Report 2025

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.

Cover: Nate Cull – Field Coordinator (TLC)

Murrumbidgee River, Riverina NSW

Artwork: Yura. Gili. Nanga. the indigenous interpretation of Power. People. Possibilities

Contents

About this Report

This is a joint Annual Sustainability Report covering NSW Electricity Networks Operations Pty Limited (ACN 609 169 959), NSW Electricity Networks Assets Pty Limited (ACN 609 169 922) and Lumea Pty Limited (ACN 626 136 865) (together referred to as the Transgrid Group, the Group or we, us or our). It covers the financial year period 1 July 2024 to 30 June 2025 (this year, FY25 or 2025).

Back to contents

FY25 highlights

Key operating and sustainability performance highlights

Safety performance

3.4

TRIFR[1] (4.2 in FY24)

Regional engineering cadet scholarship placements

21%

Women in leadership

26%

(FY24 28%)

Indigenous-owned businesses spend

$5.52 million

(FY24 $3.0m) excludes major projects

Community initiatives

$564,234

donated (FY24 $512,724)

Accelerated growth in HV Connections

$365 million

Capex invested in connection projects in FY25

93%

Maintenance Performance Index (FY24 84%)

Benchmark network reliability

99.992%[2]

(99.9996% in FY24)

New HV connection commitments

2,953 MW

for battery, solar and wind farms

2,341 MW

of battery, solar and wind farm energy generation added to the grid (Lumea)

Two nation-critical regulatory determinations

VNI West CPA 1 and HumeLink CPA 2 totalling nearly $5bn in approved capex

Record capex investment

$3.0 billion

Driven by ramp-up of major projects and Lumea connection projects

Biodiversity Stewardship Agreements in FY25

11,700 ha

(FY24 4,517 ha)

94/100

GRESB Infrastructure 2025 score (2024 90/100)

1 Total Recordable Incident Frequency Rate.
2 Internal standard set by Transgrid. If the Broken Hill loss of supply event is excluded, the network reliability becomes 99.9997%

Back to contents

Message from the Chair and CEO

Delivering Australia's clean energy future – together

For over 70 years, we have worked with communities, customers, businesses, governments and industry partners to deliver the power that has kept NSW and the ACT thriving. Today, we are working even more closely with these groups to enable Australia's transition to renewable energy and help bring costs down for consumers.

The past two decades have seen a ramp-up in the shift to renewables. With 40% of our power coming from renewables today and the rapid closure of coal-fired power stations, we have entered the deep transition phase as NSW works to reach 90% of its power from renewable energy over the next 10 years. In doing so, we are creating a fundamentally different grid to the one that has served us since the transmission network first connected to large generators along NSW's east coast. This Sustainability Report sets out our approach to this intense deep transition phase: accelerating the build-out of electricity transmission infrastructure, respecting consumers' needs for affordable, reliable power, protecting the environment, and creating lasting value for the communities at the heart of the energy transition.

Listening to communities and respecting Country

We recognise that the energy transition must be inclusive, creating opportunities and benefits for the communities who host new electricity infrastructure, much in the way we have done for more than 70 years. As we plan transmission lines that will connect new renewable generation and storage to the grid, we also provide support to local communities which are an integral part of the transition.

Across our projects, we prioritise local jobs, local businesses and local voices, with 18,000 engagements with community members this year alone. We work closely with landowners and councils to optimise routes, minimise impacts and deliver long-term benefits to regional and rural communities. We understand the challenges regional and rural communities face as the clean energy transition is rolled out. That's why, from biodiversity offsets to regional skills programs, our aim is to build critical infrastructure, that goes beyond transmission, helping communities to thrive and building a social legacy that will serve them well into the future.

We've deepened our engagement with First Nations communities, with new partnership agreements in place and practical commitments to employment, training and cultural heritage protection. This year was the third year of our Stretch Reconciliation Action Plan. It helped create closer relationships, stronger engagement protocols and more economic opportunities for Aboriginal and Torres Strait Islander suppliers across NSW.

Decarbonising the grid, strengthening the system, delivering for consumers

As coal-fired power plants retire, our portfolio of projects will unlock renewable energy zones, realising the Australian and NSW Governments' plans for a clean energy future.

This year, progress across priority projects included EnergyConnect reaching key construction milestones, HumeLink advancing through delivery planning to early works, and planning continuing for VNI West. These projects will deliver thousands of jobs and billions of dollars in economic value to NSW.

As we plan to keep up the momentum of the transmission rollout, we recognise that across the industry there is discussion about project delays and cost increases. These challenges are real, and we continue to analyse future energy demand and the potential of new technologies as part of managing them. We look for the right solutions and partnerships to ensure the grid remains sustainable, smart, resilient and ready to adapt to consumers evolving needs.

As part of our planning, we are developing a portfolio of solutions to maintain system strength as we transition deeper into renewables and away from coal. As the System Strength Service Provider for NSW, Transgrid is responsible for ensuring sufficient system strength services are available to maintain the stability of the NSW electricity system – to maintain the system's steady heartbeat. This includes meeting the basic level needed now, and the additional levels of service required as the projected levels of renewable generation connect to the grid.

To improve energy reliability and security, we recently launched the largest, most innovative monitoring and control system of its kind in Australia to support one of the world's largest grid-scale batteries. The Waratah Super Battery will allow electricity consumers in the Hunter, Sydney and Illawarra to access more energy from existing transmission infrastructure in NSW. An insurance policy of sorts, it will provide a fast, reliable back-up should it be required.

Brett Redman, CEO (left) Grant King, Chair (right)

Back to contents

Extreme weather is one of the greatest challenges facing the electricity network, and one that the transition to renewable energy must help address. When a major storm caused an outage in Broken Hill and the Far West, it destroyed 3.5 km of transmission line and left communities without power for an extended period. The event showed the scale of disruption that severe weather can bring. In response, Transgrid worked quickly with Essential Energy and the NSW Government to restore supply. In addition, to support the impacted communities, we provided $2 million in grants and contributions to affected homes and businesses, and have strengthened the new lines to improve resilience against future extreme weather events.

Sharpening our safety focus as we build

As construction activity grows, so does our focus on safety. This year, we introduced additional measures to track incidents with the potential for serious injury and continued to improve reporting of high-potential incidents and near misses.

Both initiatives help us act faster, learn more effectively and prevent serious harm. It's one reason we improved our safety record this year, with a TRIFR of 3.4, down from 4.1 last year, acknowledging there is always more to do and we must remain vigilant.

Managing our own emissions profile

This year, we finalised our Net Zero Strategy, defining the actions and timelines to achieve our emissions targets.

Most of Transgrid's emissions come from Scope 2 transmission system losses, which will decline as more renewables come online. Delivering the renewable grid is central to our Net Zero Strategy. We're also working on an SF6 Transition Strategy and a Net Zero Procurement Roadmap to reduce our Scope 1 and Scope 3 emissions.

Net zero is about more than compliance, it's core to our values and corporate strategy. By embedding emissions performance into how we work and plan, we're making net zero a shared responsibility across the Group.

Driving inclusion, equity and opportunity

Diversity and inclusion are essential to create a psychologically safe, engaged and productive workforce. They also help us attract and retain great people and build trust with the communities we serve. We're proud that, in 2025, women accounted for 40% of our graduate intake, and men made up 67% of those taking parental leave.

2025 was the second year in which we published our gender pay gap data. While we're tracking better than industry and national averages, we know there's more to do. That's why we're building a more diverse talent pipeline in male-dominated technical and trade roles through our apprenticeship and graduate programs.

Looking ahead

Beyond 2035, Australia will enter the final phase of transition. Getting there will require collaborative innovation, strong partnerships and a focus on delivering benefits for consumers.

We thank every stakeholder we've worked with this year for bringing their expertise, ideas and local knowledge to support the energy transition. Together, we are building a legacy we can all be proud of.

Brett Redman
Chief Executive Officer
Transgrid Group

Grant King
Chair
Transgrid Group

David Herden – Field Coordinator, Thomas Henry – Construction Manager

Back to contents

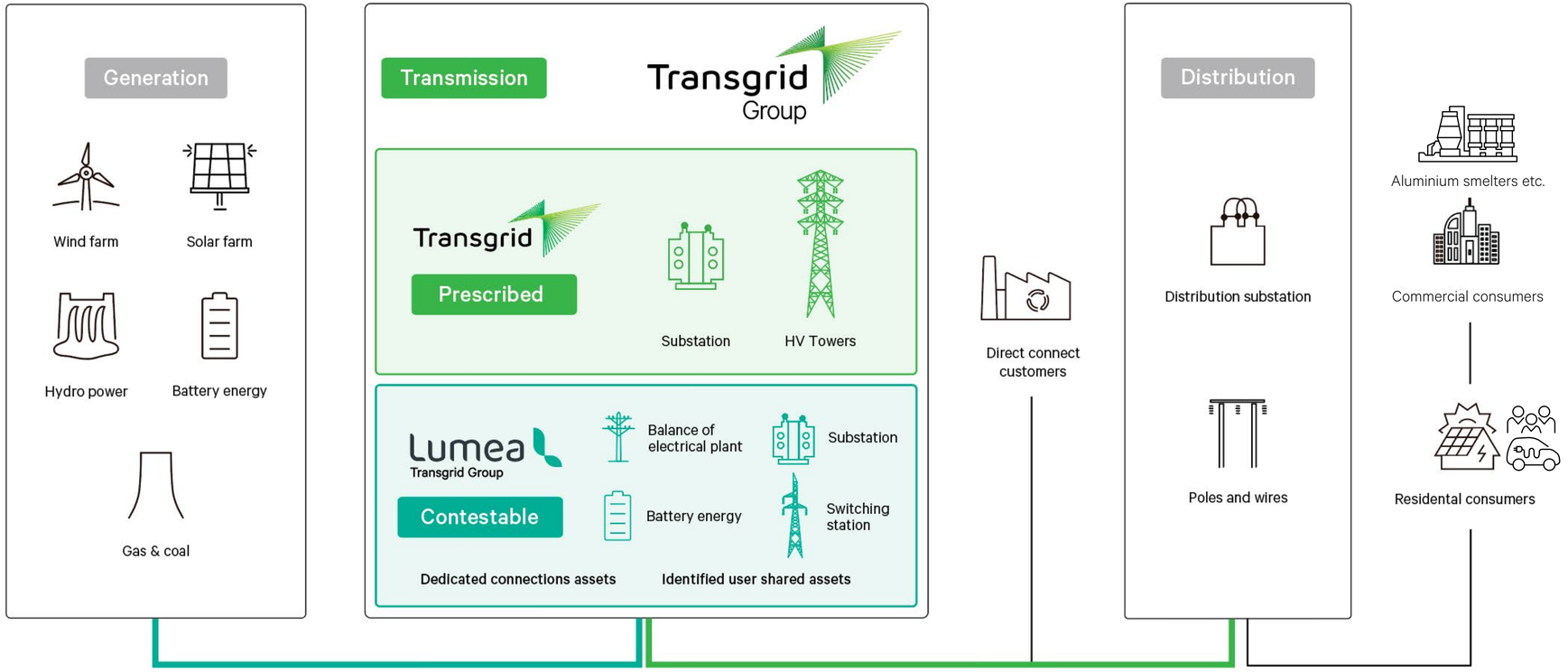
About the Transgrid Group

The Transgrid Group consists of two businesses: Transgrid and Lumea.

Transgrid operates and manages the high-voltage electricity transmission network in NSW and the ACT. The network transports electricity from diverse generation sources – wind, solar, hydro, gas and coal – to large industrial customers and the distribution networks that deliver power to homes and businesses.

This is the largest part of our business, which includes a 99-year lease to own and operate the assets acquired from the NSW State Government in 2015. The Australian Energy Regulator (AER) is responsible for regulating Transgrid's prescribed[4] services business under the National Electricity Rules and sets and monitors our expenditure. Transgrid is headquartered in Sydney, with regional offices in Western Sydney, Orange, Newcastle, Tamworth, Wagga Wagga, Melbourne and Yass.

Our non-prescribed business arm, Lumea, is an essential energy infrastructure provider helping to accelerate Australia's energy transition by connecting renewable energy generators to the transmission grid. Lumea is also one of the leading telecommunication providers to renewable projects in Australia with a focus on regional areas, data transmission and emergency broadcast services. We continue to work with communities in our project corridors to improve connectivity using our existing and new infrastructure.

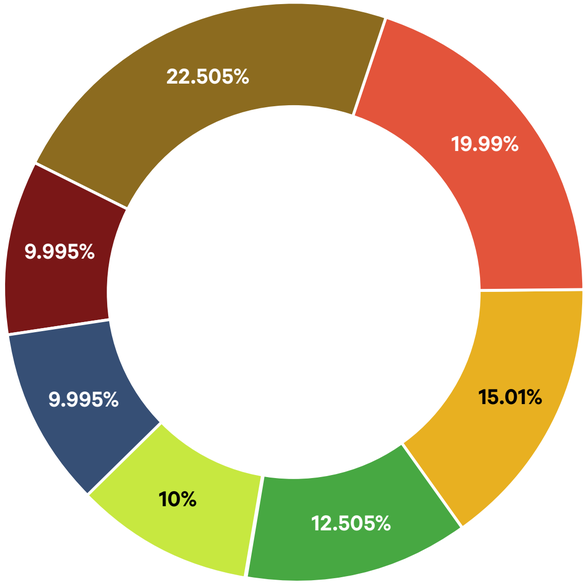


3 Prescribed services: those that only Transgrid can provide in NSW and the ACT.

Back to contents

Our ownership

Our current security holders are leading global financial and strategic investors. Transgrid has recently welcomed two new security holders, the Singapore sovereign wealth fund GIC and the Australian Government's Future Fund who are able to support our strategic growth initiatives. The composition of our securityholder register continues to evolve as we grow together.



- **La Caisse** (formerly CDPQ, Caisse de dépôt et placement du Québec)
- **ADIA** (Abu Dhabi Investment Authority)
- **Spark Infrastructure Group**
- **UTA Power Networks Trust**, of which Utilities Trust of Australia is the substantial majority unit holder
- **GIC** (Government of Singapore Investment Corporation)
- **OMERS** (Ontaria Municipal Employees Retirement System)
- **Future Fund**

Our strategy

At Transgrid, our corporate strategy keeps us focused on nurturing trust, transitioning reliably and growing rapidly to enable a successful energy transition.

As we roll out essential transmission infrastructure, trust is essential. We are bringing communities and landowners on board so they feel heard and supported before, during and after construction. We are collaborating with our industry partners, and we are supporting, celebrating and empowering our people – the team building the future of energy.

As we lead the transformation of Australia's transmission system, we're focused on what matters most: connecting more renewables to the grid while keeping electricity reliable, safe and affordable.

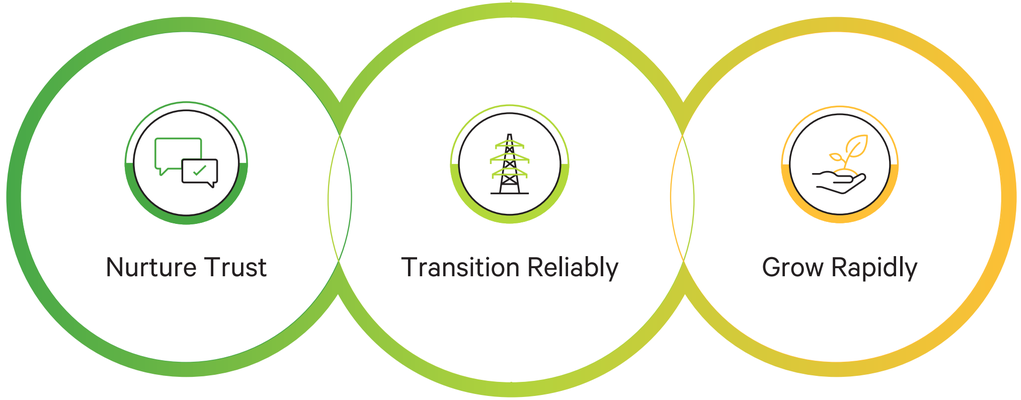
And that means growing rapidly – because Australia's energy transition is happening quickly and we must deliver transmission infrastructure fast enough to keep pace.

The energy transition will fundamentally transform the country's energy landscape for the better – positively impacting both people and the environment while creating new opportunities for businesses. A transition with this much potential requires appropriately designed transmission infrastructure. Our partners in this important work include State and Federal Governments, the National Energy Regulators, Direct Connect Customers, Landowners, Communities, Industry Groups, Consumer Advocates, as well as other Network Service Providers (NSPs).

Vision: Lead the transition to a clean energy future

Purpose: Make a better power system for Australians

Our three pillars are:



Back to contents

Leadership

Board of Directors at September 2025

Our directors are energy and infrastructure leaders and experts with the experience to guide us in building Australia a power system that serves future generations. Click here to read more.

Grant King
Chair

Charles-Edouard Mariolle
Director

Jan Brand
Director

Stasha Prnjatovic
Director

Alex Ayscough
Director

Christopher Curtain
Director

Dr Patrick Strange
Director

Cristina Cifuentes AM
Director

Philippe Wind
Director

Anthea McKinnell
Director

Executive Team at September 2025

Click here to read more.

Brett Redman
Chief Executive Officer

Nadine Lennie
Chief Financial Officer

Craig Stallan
Executive General Manager – Lumea

Jennifer Hughes
Executive General Manager – Delivery

Gordon Taylor
Executive General Manager – Major Projects

Jason Krstanoski
Executive General Manager – Network

Maryanne Graham
Executive General Manager – Stakeholder and Corporate Affairs

Michael Drew
Executive General Manager – Corporate

Stephen McSweeney
Executive General Manager – People & Culture

Marie Jordan
Executive Advisor

Marie Jordan has stepped down as Transgrid's Executive General Manager of Network and will serve in an advisory capacity until her retirement in December 2025, concluding a remarkable 40-year international career.

Back to contents

Transgrid

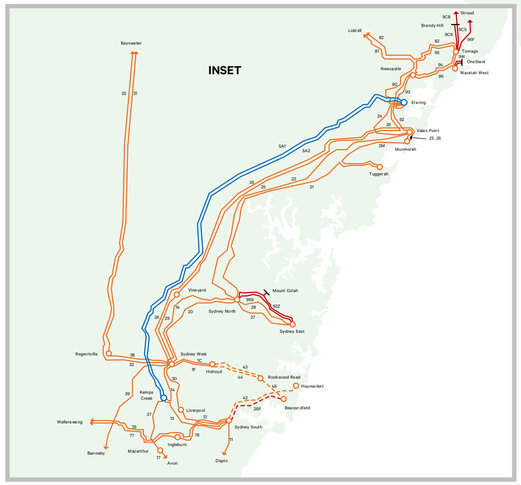
Transgrid's network keeps electricity flowing across NSW, and the ACT, supporting energy trading across the National Electricity Market (NEM) and helping create a more resilient power system for Australians. It's the backbone of the NEM.

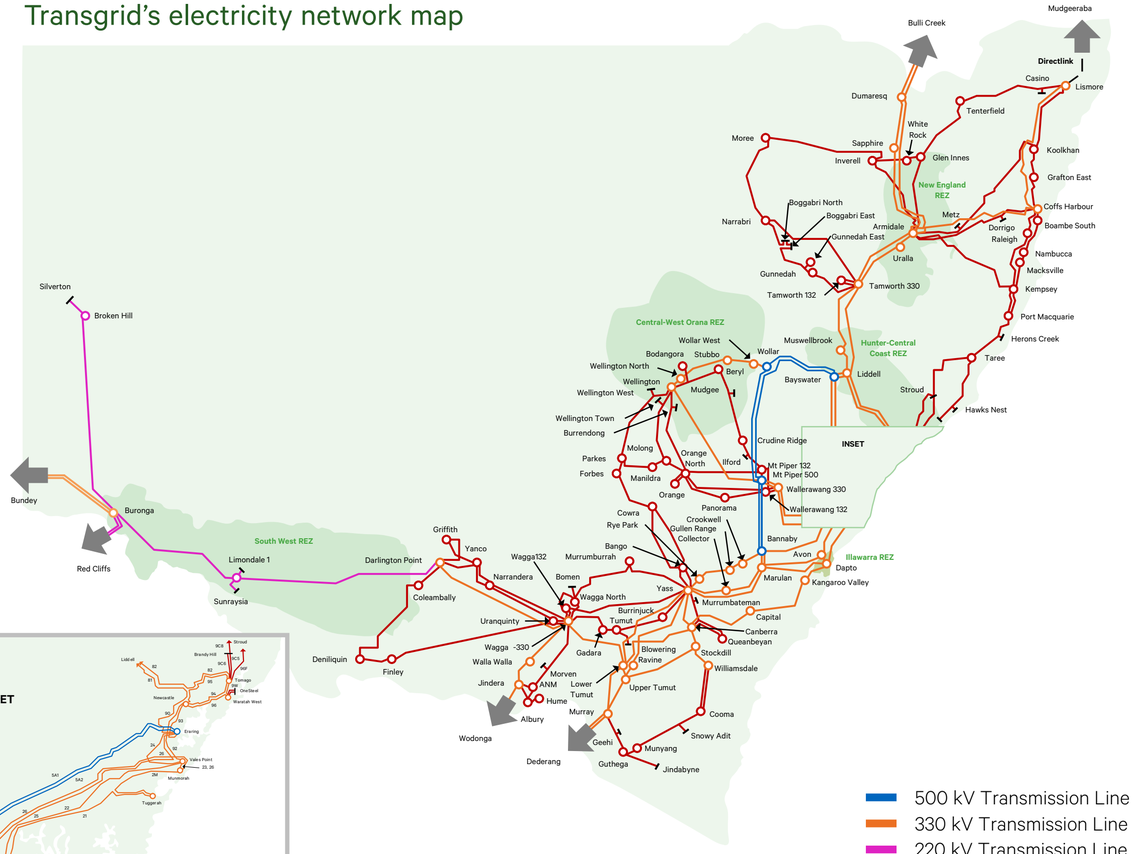
Our network includes 131 substations and switching stations, 13,461 km of high-voltage transmission lines, 109 km of underground cables and six interconnections linking NSW to Queensland, Victoria and, for the first time this year, South Australia.

State interconnectors are an important part of Australia's clean energy future. We need them to move renewable power from where it's being generated, to where it is needed.

Transgrid is investing in new transmission infrastructure and adopting new technologies to modernise the grid, connect more affordable renewable sources and support the electrification of homes, transport and industry on our shared path to net zero.

Transgrid's electricity network map





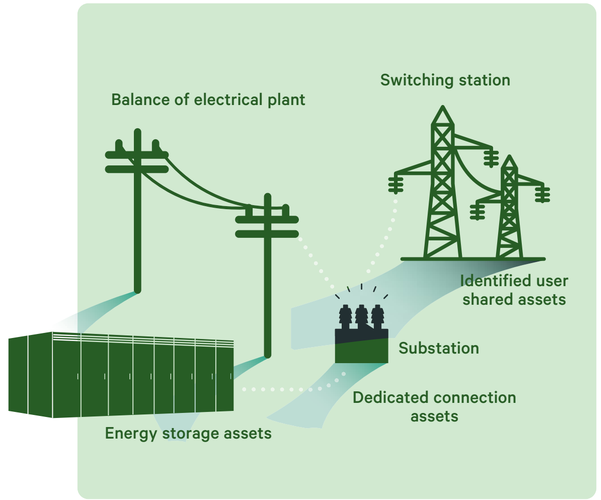
- 500 kV Transmission Line
- 330 kV Transmission Line
- 220 kV Transmission Line
- 132 kV Transmission Line
- 500 kV Substation
- 330 kV Substation
- 220 kV Substation
- 132 kV Substation
- Customer Exchange Point
- Interstate Connection Point
- Direct Link
- REZ Location

Lumea

Transgrid Group

Lumea is the nation's leading provider of services connecting renewables to the National Electricity Market (NEM), supporting Australia's renewable energy and decarbonisation transition. It builds and operates the essential energy and telecommunications infrastructure that connects generators, battery energy storage systems (BESS), data centres and large-load customers to the grid.

In telecommunications, Lumea manages one of Australia's largest fibre-optic networks. With colocation services on more than 37,000 towers, Lumea supports high-capacity data transmission and emergency broadcast services. Companies rely on its independent, above-ground fibre-optic network, which delivers high-speed, resilient and flexible connectivity to metropolitan and regional areas along the eastern seaboard.



Back to contents

Our external landscape

The Transgrid Group operates within a rapidly evolving energy sector, as New South Wales transitions from coal-fired generation to renewable energy sources.

Australia has completed the initial ramp-up phase of the energy transition and in 2025, moved into the deep transition phase of our most transformative decade yet. In the last decade, wind and solar generation increased five-fold, while the share of coal generation fell to around 60%. We are now entering a new, highly dynamic phase, in which the grid will change dramatically. By 2035, at the end of a decade in deep transition, 90% of generation in NSW will come from renewables.

This process is unlikely to be completely smooth. We welcome state and federal government policies that support and coordinate infrastructure development across the energy value chain – but new projects are often experiencing delays and challenging constraints in supply chains and labour markets, including industrial activity impacting our customers. Meanwhile, ageing coal power stations in NSW are fast approaching the end of their technical lives and announced closure dates. A whole-of-system response and innovative solutions will be needed to manage challenges that may arise. To keep on track, we need to maintain a reasonable supply buffer to provide resilience against unexpected delays and outages, and ensure reliable energy supplies for consumers throughout the energy transition.

The past 12 months have seen record growth in generator connection activity – with much more on the way. We are also seeing a step-up in demand for electricity, including from new sectors like data centres and the electrification of transport, buildings and industry. The growing uptake in consumer energy resources like rooftop solar, increasingly paired with home batteries, means electricity demand is becoming more dynamic and flexible – and if properly coordinated it can play a role in supporting the grid.

Keeping up with the need for a vast amount of renewable generation as coal is switched out will require enormous investment in both infrastructure projects and solutions to the multiple challenges presented by a low-emissions grid.

A renewable grid, with its intermittent, weather-dependent generation, is a more dynamic and complex system. It requires new sources of system security and new operating technologies and capabilities. For example, human control room operators need digital support to process the significantly higher volumes of real-time data from the grid. This is not only about the extraordinary task of building the new network infrastructure to connect the record numbers of renewable generators joining the grid. It's also about adding system security services, including up to 10 large synchronous condensers and services from 5 GW of grid-forming batteries. And it's about giving our control room operators new tools and training to operate a very different grid. All these complex tasks are time critical and need to be completed in a particular order. And we do not expect everything to line up perfectly. We need government policy and industry collaboration to focus on managing the overlap between coal and renewables, so the sector has some margin in this high-stakes challenge.

Planning into the future is also essential. As we reach the new transitioned era in the decade beyond 2035, Australia's energy demand will continue to increase – requiring even more renewable generation – potentially from remote inland renewable energy opportunities areas. As we plan for the energy future, we're keeping our approach open and adaptable. That means welcoming all technologies that can help deliver reliable, affordable and clean power. And continuing to explore a range of development pathways – guided by what works best for communities, businesses and future generations.

Back to contents

Sustainability governance

Board and Management oversight

During the year, the Board and Management provided strategic guidance and effective oversight of sustainability-related matters.

Transgrid Board

Overall responsibility for sustainability oversight rests with the Board.

FY25 highlights

- Approved new Major Projects
- Reviewed and approved the Transmission Annual Planning Report, annual public Sustainability Report, Workplace Gender Equality Report and Modern Slavery Statement
- Received reports on specific issues including diversity, supply chain and IT strategy
- Considered and approved the sustainability measurement and disclosure framework.

Board Safety & Sustainability Committee

Supports and advises the Board to oversee Transgrid's strategies, policies, practices and performance on Health, Safety, Environment and Sustainability matters.

Membership

- Christopher Curtain – OMERS, Chair
- Phillipe Wind – Le Caisse
- Cristina Cifuentes – Morrison
- Patrick Strange – Spark
- Anthea McKinnell – Independent

FY25 highlights

- Conducted safety and sustainability focussed site visits to projects under construction.
- Reviewed health and safety, and performance metrics.
- Reviewed reports on:
  - The progress of employee health and wellbeing initiatives
  - The evolution of the company's Net Zero Strategy
  - Climate resilience strategies and reporting frameworks.
- Reviewed health, safety, and environmental assurance and risk minimisation strategies
- Reviewed reports on findings from the internal audit on health, safety and environmental practices.

Board Audit & Risk Committee

Supports and advises the Board in fulfilling its obligations to provide timely and reliable financial and non-financial reports, and to safeguard the Company's interests by effectively identifying, assessing, monitoring and managing risks and compliance with legal and regulatory requirements.

Membership

- Anthea McKinnell, Independent, Chair
- Alex MacLaughlin, GIC
- Jan Brand, Spark
- Stasha Prnjatovic, OMERS
- Philippe Wind, Le Caisse

FY25 highlights

- Reviewed the annual financial reports and regulatory accounts and recommended them to the Board for approval.
- Reviewed Transgrid's risk governance structure, including its Treasury Policy, tax risk management framework, internal audit framework and Whistleblower Policy.
- Reviewed management reports on emerging risks and their mitigation measures, including in relation to enterprise security and cyber security.
- Monitored modern slavery compliance, including the drafting and lodging of Transgrid's Modern Slavery Statement
- Reviewed reports on emerging Australian Sustainability Reporting Standards (ASRS) and the Climate Resilience and Disclosure Workplan.

Board People & Performance Committee

Supports and advises the Board in fulfilling its obligations relating to organisational people matters and non-enterprise agreement remuneration.

Membership

- Grant King, Independent, Chair
- Christopher Curtain, OMERS
- Alex MacLaughlin, GIC
- Jan Brand, Spark
- Charles-Edouard Mariolle, Le Caisse

FY25 highlights

- Monitored Transgrid's Code of Ethics and Conduct, which sets out clear expectations of the way directors and employees are expected to discharge their responsibilities and conduct business.
- Monitored indicators of diversity and inclusion.
- Approved of Short-Term Incentive (STI) plan rules.
- Monitored performance outcomes.
- Reviewed and updated the committee's charter to align it with current governance standards and practices.
- Planned strategic workforce initiatives to support Transgrid's goals.

Board Regulation & Stakeholder Engagement Committee

Supports and advises the Board and management in achieving and enabling the strategies set out in the Corporate Plan, with a particular focus on regulatory and stakeholder engagement matters. Assists the Board in reviewing and verifying Transgrid's revenue proposals to the Australian Energy Regulator.

Membership

- Cristina Cifuentes, Morrison, Chair
- Grant King, Independent
- Patrick Strange, Spark
- Stasha Prnjatovic, OMERS
- Charles-Edouard Mariolle, Le Caisse

FY25 highlights

- Oversaw, shaped and contributed to key regulatory and policy proposals with the goal of delivering electricity that is efficient, affordable and reliable for consumers and businesses, including the 'Accommodating financeability in the regulatory framework' rule change and Capital Expenditure Sharing Scheme.
- Reviewed and endorsed Regulatory Prioritisation Framework.
- Attended and participated in Transgrid Advisory Council meetings and deep dives into revenue proposals.
- Monitored Transgrid's community engagement, social legacy and First Nations initiatives and reporting, including oversight of the Stretch Reconciliation Action Plan.

Back to contents

Key policies, management systems, strategies and plans

We take a whole-of-Group approach, using a suite of shared policies, management systems, strategies and plans to manage the business responsibly, operate efficiently and deliver consistent value across everything we do.

Our policies reflect a shared commitment to safety, integrity, environmental stewardship, and community respect. We expect all employees, partners, and stakeholders to uphold the highest standards. Together, our policies guide how we operate every day: responsibly, accountably, and in service of the communities and customers who rely on us. Key sustainability-related, social licence and workforce policies can be found in the Sustainability section of the Transgrid website. https://www.transgrid.com.au/about-us/our-approach/sustainability/

We're backed by certified systems that keep us informed, safe and accountable.

- Our **Health and Safety Management System (ISO 45001)** helps us identify and manage risks so our people, partners and communities stay safe at work.
- Our **Environmental Management System (ISO 14001)** gives us a structured way to protect the environment, including processes, training, records and inspections.
- Our **Risk Management Process is aligned with ISO 31000** and powered by our Enterprise Risk Management framework. It gives everyone across the business a consistent, efficient and effective way to manage risk – supported by the Three Lines Model for clear accountability.
- Our **Asset Management System (ISO 55001)** promotes effective leadership and culture through asset related activities. It aligns our overarching business strategy with a set of interacting processes that direct asset related decisions, actions and activities to effectively balance Network asset risk, performance and investment to deliver better value and safety outcomes for both our customers and our regulators.
- Our **Quality Management System (ISO 9001)** applies to engineering, design, procurement and the end-to-end delivery of our high-voltage network. It sets the standard for how we work – so we deliver with confidence and precision.

A wide range of plans, strategies and procedures ensure we take a structured and forward-looking approach to managing the key issues that shape our business and impact the communities we serve – from network forecasting and system security to stakeholder engagement and environmental stewardship.

Measuring and reporting performance

Our goal is to get the right information into the right hands – clearly, accurately and on time. That's why we're continually improving how we capture, aggregate, analyse and disclose our non-financial information and data. Our sustainability measurement and disclosure framework tracks progress across five priority areas, measuring what matters most to our business and stakeholders.

Over the next five years, we will continue to develop and mature our detailed disclosure framework. This year's Annual Sustainability Report includes a dedicated metrics section with expanded performance metrics and clear definitions to help stakeholders understand and assess our performance.

Sam Isaac Martin – Transmission Line Apprentice, Andrew Swaffield – Field Manager

Back to contents

Our approach to sustainability

In 2023, we set five sustainability priority areas to guide our work. Identified through a materiality assessment, these five areas are where we can make the most significant sustainability-related impact.

We have taken a deliberate approach, prioritising the sub-topics that matter most and developing a staged plan to improve how we measure, manage and report on our performance.

In this report, we have provided deep dives into each priority area, setting out our approach to sustainability topics shaping our business today.

Sustainability priority areas

1

Safety

We prioritise workplace safety, including mental health and wellbeing for all our employees, contractors, visitors and the broader community.

Composite material sub-topic

- **Safety:** community, employees, contractors

FY25 deep dives

1. Safety of employees and contractors
2. Customers and community safety

2

Community and stakeholder relations

We value our local and Indigenous communities, they are important to our business, and we will actively support their continued involvement in our growth.

Composite material sub-topic

- Community engagement
- Community investment and development
- First Nations' investment and development

FY25 deep dives

3. Community engagement
4. Community investment and development
5. First Nations' investment and development

3

Delivering a reliable and affordable transition to a clean energy future

We hold the energy consumer top of mind while we build a better power system to efficiently and cost effectively address energy reliability, system security and support the energy transition.

Composite material sub-topic

- Deliver transmission infrastructure
- System security and operability
- Consumer affordability
- Responsible supply chain management

FY25 deep dives

6. Deliver transmission infrastructure
7. System security and operability

4

Environment

We actively manage our environmental impacts and support the development of a green energy future.

Composite material sub-topic

- Driving grid decarbonisation
- Climate change risk and transition
- Biodiversity
- Environmental management

FY25 deep dives

8. A renewable grid is critical to Australia's decarbonisation
9. Climate change risk and transition
10. Biodiversity in Major Projects

5

Building a sustainable business

We are transforming our business to efficiently and responsibly meet the expectations of our stakeholders and taking steps to become an employer of choice.

Composite material sub-topic

- Diversity and inclusion
- Employee engagement
- Efficient and innovative workforce
- Business security and resilience
- Risk management and compliance

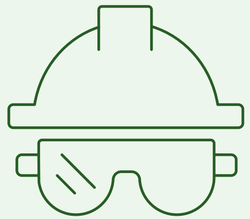
FY25 deep dives

11. Diversity and inclusion

Back to contents

Priority 1. Safety

1



Safety

We prioritise workplace safety, including mental health and wellbeing for all our employees, contractors, visitors and the broader community.

Safety is non-negotiable. We put the physical and mental health and wellbeing of our people, contractors, visitors and communities first.

Across the Group, we've a strong, safety-first culture, where physical and psychological risks are identified early, conversations are open and ongoing – and everyone plays a part.

This year, we've made good progress in important areas like hazard identification, critical-risk controls and safety conversations with leaders. These gains are the result of engaged teams, visible leadership and continuous learning through our Health, Safety and Environment (HSE) programs.

And we're not slowing down. When it comes to safety, we can always do more, so we've added Major Potential Injury Frequency Rate (MPIFR) as an important new metric.

Total Recordable Injury Frequency Rate (TRIFR)

3.4

(4.2 in FY24)

Major Potential Injury Frequency Rate (MPIFR)

0.2

(0.3 in FY24)

Key drivers

- Identifying hazards
- Visible safety leadership via leadership conversations at the point of work
- Participating in HSE education
- Learning-centric culture through timely investigation and open communication.

Key benefits

- Demonstrates our top priority: the health and wellbeing of our people, contractors and communities
- Contributes to cost-effective, efficient delivery of major projects
- Aligns with our goal of nurturing trust as an employer of choice
- Creates a strong reporting culture, encouraging open communication and continuous learning

Back to contents

Deep Dive 1: Safety of employees and contractors

Improving our safety performance

In FY25, our Total Recordable Injury Frequency Rate (TRIFR) was 3.4, down from 4.2 the prior year.

With our capital program ramping up and major construction underway on EnergyConnect, high-risk work has increased, along with hours worked by our delivery partners – up 12.9% month on month. As activity grows, so does our focus on safety.

We know TRIFR doesn't tell the full story. That's why, in FY25, we introduced a new measure: the Major Potential Injury Frequency Rate (MPIFR). This helps us track incidents with potential for serious injury or worse – even if they don't actually result in harm. For FY25, our MPIFR was 0.2, down from 0.3 last year. Together, MPIFR and TRIFR give us a fuller picture. We still track and manage high-frequency, low-severity incidents. But we are laser-focused on preventing serious incidents – so our workers go home safe every day.

We also keep a close eye on how quickly people report high-potential incidents and near misses. Early reporting means early intervention. In FY24, we set a target of 80% on-time reporting – and achieved 96%. In FY25, we raised the bar to 85% and achieved 94%. This is how we build a safety-first culture of continual improvement.

Working with our delivery partners to keep everyone safe

We know we can't build a better power system alone. So we partner with companies that share our commitment to safety and sustainability. Last year, we moved to a more collaborative, hands-on model with our delivery partners. One that makes Transgrid more than a client, but a trusted partner for achieving safer outcomes on our projects.

This year, using our new collaborative model, we mapped our critical risks with our delivery partners, identifying shared controls. We also reaffirmed our joint commitment to ThinkSafe, WorkSafe, HomeSafe. Another change, this time to our prequalification processes, has made sure every new delivery partner relationship starts with strong HSE values at its core. These steps help embed safety in every part of our project delivery chain.

Staying sharp on critical risks

During the year, we introduced new critical risk protocols, developed with input from our workforce and delivery partners, to guide safer decisions and actions in the field. This focus on leading indicators has strengthened confidence across our project teams. To embed this approach, we've mapped risks against work schedules. It's a practical step that deepens our understanding of risk, making everyone more aware of possible dangers.

By collaborating with our delivery partners, we now have critical risk protocols that are used consistently and reflect real conditions on the ground. It's made our incident investigations more accurate and detailed, leading to more effective corrective actions.

To keep building a learning culture, we expanded our Lessons Learnt webinar series. Run by those directly involved in a critical risk near miss or incident, these sessions share first-hand insights. This year, they attracted a live audience of more than 250 people on the day, and many more on replay. This is how we turn experience into prevention.

Gaining clarity on HSE risk management

This year, our HSE Maturity Assessment gave us a clearer view of how safety really works in practice – not just how it's written in policy. By looking at the gap between 'work imagined' and 'work performed', we uncovered valuable insights across 10 system elements and 15 critical and key risk areas.

Just as importantly, this process sparked honest conversations between teams and leaders about what's working, what's not and where we can improve. It's helped sharpen our focus and shape our Delivery HSE Improvement Plan. We've since taken 13 actions from the assessment – practical ways that improve how we manage risk and keep our people safe.

Sam Isaac Martin – Transmission Line Apprentice

Back to contents

Supporting Filipino workers at EnergyConnect

Transgrid's construction partner Elecnor Australia launched the Filipino Workers Support Structure program to address the unique challenges faced by its predominantly Filipino workforce in the Assembly and Erection teams at EnergyConnect. Many workers experienced language barriers, unfamiliarity with Australian safety standards, cultural adjustment issues, and job insecurity. These factors posed risks to safety and well-being.

To respond, Elecnor implemented a culturally tailored support system including translated safety documentation, bilingual safety advisors, and interactive training workshops. The program also introduced anonymous hazard reporting tools, regular supervisor check-ins, and community liaisons in Mildura and Dinawan. Filipino connectors were appointed to mentor new hires, and prayer rooms were established to support cultural needs.

This initiative significantly improved communication, safety awareness, and worker empowerment, fostering a more inclusive and supportive work environment.

Enhancing wellbeing at construction camps

The TasteLife Program, implemented by Transgrid's construction partner Elecnor Australia at EnergyConnect Cobb Hwy and Dinawan Camps, is a holistic health and wellbeing initiative designed to support workers' physical, mental, and social health. Each month, the program featured a diverse range of activities including group fitness classes, personal training, nutrition consultations, and mental health promotions like daily affirmations and gratitude sharing.

Recognising the demanding nature of remote work, Elecnor introduced culturally inclusive events such as NAIDOC Week celebrations and social competitions to foster connection and morale. Health campaigns like Dry July and National Diabetes Week raised awareness and encouraged healthier lifestyle choices.

TasteLife's structured approach – combining education, accountability, and community – empowered participants to set goals, track progress, and build sustainable routines. By integrating physical activity, mental resilience, and social engagement, the program significantly improved overall wellbeing and created a more supportive, connected work environment.

Back to contents

Deep Dive 2: Customers and community safety

Safety starts with the responsible way we run our network. It's a top priority – central to how we serve the communities connected to the grid.

We use two network safety management systems to manage the hazards and risks across our electricity supply assets. One for NSW and ACT, and one for Victoria. Both are managed though our ISO55001 compliant Asset Management System (see Figure 1), ensuring safety is built into how we plan, operate and maintain the network every day.

These systems are built to protect what matters most. They help us:

- Keep the public safe.
- Protect our people working on the networks.
- Safeguard property.
- Manage environmental safety risks, like bush fires sparked by network assets.
- Reduce any safety risks from power outages.

It's all about managing the network safely and responsibly.

Figure 1: Transgrid Asset Management System Overview

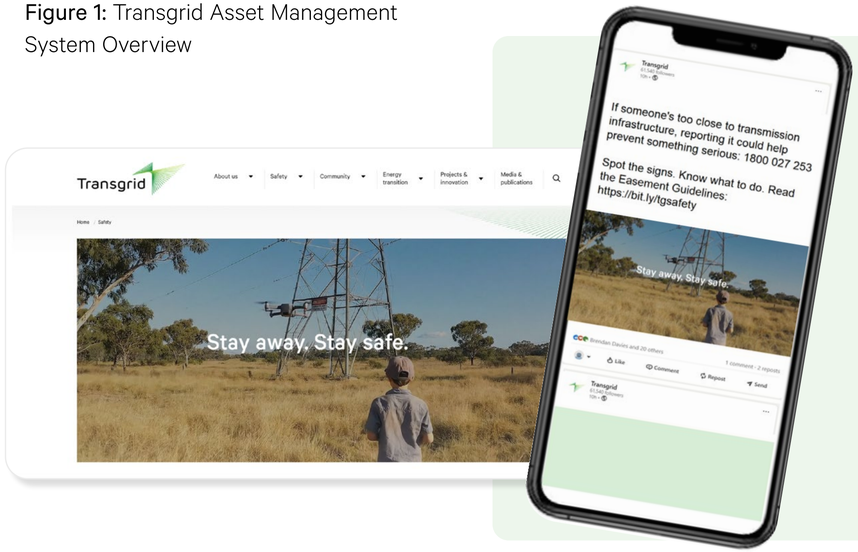
This year, we updated our NSW/ ACT Electrical Network Safety Management System based on two assessments, the:

- Bushfire Formal Safety Assessment, identifying threats leading to arcing and fire starts.
- Network Reliability Formal Safety Assessment, identifying safety related risks from loss of supply.

These assessments have created stronger key safety and risk controls, including by:

- Increasing the detail in 'bowtie' diagrams, a visual risk assessment tool, to give clearer visibility of material controls.
- Updating our emerging risks to clearly show activities mitigating both direct climate change threats and indirect effects from the energy transition.
- Explicitly identifying controls that prevent loss of supply from physical and cyber-security threats.
- Updating the Electricity Network Safety Management System Description to align with formal safety assessments and current ways of working
- Updating the Bushfire Risk Management Plan to reflect current business practices, including a revised method for calculating the Bushfire Mitigation Index.

Transgrid and Lumea resubmit our Electricity Safety Management Scheme and Bushfire Mitigation plans to Energy Safe Victoria every five years. These were submitted this year and are currently being assessed by Energy Safe Victoria. They include improved risk controls and the addition of the new Plumpton Renewable Terminal Station, which is being developed by Lumea as part of the Melbourne Renewable Energy Hub development.



Public Safety Awareness Campaign

In FY25, Transgrid launched a focused public safety campaign under its Public Electricity Safety Awareness Plan to highlight the life-threatening risks of unauthorised entry and flying uncrewed aerial vehicles (drones) near transmission lines. Whether driven by thrill-seeking, vandalism, or theft, such breaches pose serious dangers to individuals and the network.

Targeting communities near key substations in Canberra, Queanbeyan, Williamsdale, and surrounding NSW regions, the campaign aimed to educate the public on the consequences of crossing physical barriers and encourage reporting of suspicious activity.

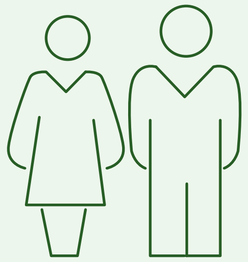
A multi-channel strategy was deployed, including print ads in the Canberra Times, paid and organic social media, and updates to the safety website. Paid social ads reached over 247,000 people, generating 21,565 link clicks and a 4.51 percent click-through rate. Organic content further boosted engagement, and safety guideline downloads increased by 34 percent year-on-year.

By combining awareness with practical resources, the campaign effectively promoted safer behaviour and strengthened community vigilance around critical infrastructure.

Back to contents

Priority 2. Community and stakeholder engagement

2



Community and stakeholder relations

We value our local and Indigenous communities, they are important to our business, and we will actively support their continued involvement in our growth.

We know the energy transition can't happen without strong, positive relationships with local communities.

We're privileged to work on First Nations land. We are aware that our operations have the potential to significantly enhance or diminish the quality of life of one of the world's oldest surviving cultures.

As we build infrastructure to support Australia's energy transition, our presence in local communities is changing. We used to be behind-the-scenes, doing maintenance. Now, we're a frontline construction company.

With all these communities, we need to earn and maintain social licence to deliver at the pace and scale the future demands. That's why we work closely with community groups, leaders and individuals to better understand our impact and listen to what matters most. Through open engagement, we support initiatives that create real social, environmental and economic value.

This is how we help communities thrive as we build the energy system of tomorrow.

Key drivers

- Build and strengthen ties with local and Indigenous communities
- Train and grow a clean-energy workforce now and in the future
- Contribute to the growth of Aboriginal and Torres Strait Islander communities

Key benefits

- Input from local and Indigenous communities helps us improve project planning and delivery, and identify and respond to community and stakeholder concerns
- Community grants and other investments provide support, training, jobs and critical services to local and Indigenous communities, contributing to their long-term wellbeing
- Builds a skilled clean-energy workforce with highly transferable skills for the future.

Community partnership program funding

$564,234

donated (FY24 $512,724)

Indigenous procurement (excluding Major Projects)

$5.52m

(FY24 $3.0m)

Back to contents

Deep Dive 3: Community engagement

In FY25, our community engagement efforts grew significantly, reflecting the scale of our project pipeline and our commitment to keeping communities informed, heard and involved. Whether through meetings, information sessions or direct contact, we're focused on building relationships based on trust, transparency and ongoing dialogue. The table below outlines the breadth of our engagement activity across major projects this year.

Over 26,000 engagements across Major Projects in FY25

16,587
digital communications

4,112
telephone calls, including 1800 number

1,597
letters, forms and submissions

1,725
community and stakeholder meetings

1,533
SMS

755
online engagements

131
community information sessions

Connecting with landowners

During the year we improved how we engaged and recorded interactions and commitments with landowners, resulting in faster responses, reduced impacts and safer, more efficient, fieldwork. New online tools now make it easier for field staff to manage commitments, property access and enquiries across more than 18,000 landowners with easements on their property. This streamlined approach is improving how we capture, share and act on landholder information.

Selecting a route with the community – VNI West

VNI West is a priority project under AEMO's 2024 Integrated System Plan. From the outset, we worked with Riverina-Murray communities to choose a route that respects local values and land use, and cultural heritage.

While planning the route, we listened to a wide range of voices through a transparent process with feedback loops at every stage. This included forming regional and community reference groups, and releasing draft and preferred corridor and route reports, which we adapted in response to feedback.

Our project leadership team was heavily involved in community engagement. Leaders spent extensive time in the Riverina-Murray working with the reference groups, and attending town hall meetings and community information sessions.

The result: a 200-metre-wide transmission line corridor, shaped by the community and supported by best practice, which is being taken forward for environmental assessment.

We have now formalised this approach to route selection into a new planning model for future projects and shared it with the energy sector.

Engaging for better community benefits – HumeLink

HumeLink uses a Community Investment and Benefits Plan to ensure impacted communities receive meaningful, lasting benefits. To shape the plan, we listened, drawing insights from stakeholder meetings, community information sessions and Community Consultative Group meetings. Engagement spanned in-person and online forums from October 2022 to May 2023 across the region. Landowners, local elected members, all five local councils and local businesses also contributed their ideas.

Five focus areas emerged: community connection, local education and skills development, local industry development, care for Country and social legacy initiatives. As HumeLink progresses, we will invest in these areas with our delivery partners.


Bannaby

Back to contents

Transgrid Discovery Hub

The Transgrid Discovery Hub in Wagga Wagga is a community-led space at the heart of our major projects. Shaped by local consultation, it supports public participation in the energy transition, with accessible information, shared meeting spaces, interactive tools and education programs. Designed to be culturally relevant and encourage two-way communication, the Hub offers events, workshops and self-guided discovery tools.

School class touring the Discovery Hub

4,038
total visitors

Shared space use
443 community members
95 hours

Industry/career engagements
402 participants

Student workshops
251
(6 of 10 secondary school represented)

125
1:1 project enquiries

Industry engagement breakfast
36
attendees

Grants training
94 in-person
103 virtual

Discover pod sessions
3,014
22% Energy Journey
21% Transmission Network Mapping
18% Project Engagement Resources
12% Energy History Pod

Smith Family 'Girls at the Centre'
10 students
3 coordinators
1 Elder
1 knowledge holder

Community workshop
22
attendees

Strengthening community support for a sustainable energy future

Transgrid's teams, and our delivery partners from EnergyConnect, HumeLink and VNI West, joined 60,000 people at the 2024 Henty Machinery Field Days – one of southern Australia's largest agricultural events – to engage with landholders and near neighbours of major projects, businesses and local communities.

Our stall was a hub for conversations about major projects, jobs, community funding and sustainability. Events like this help us build trust, share updates and keep communities informed as we work together to make the energy transition possible.

Back to contents

Deep Dive 4: Community investment and development

We value our local, and Indigenous communities. They are important to our business. Our Social Legacy Strategy enabled inclusive growth, ensuring communities benefit from the energy transition.

Building local skills – HumeLink

Where possible, we create training opportunities for local and regional communities around our major projects. Participants gain accredited certifications and transferrable skills, helping to build a talent pool of capable people supporting Australia's clean energy industry.

By year end, HumeLink had provided 331 training opportunities, including HSE, and Trade and Induction training for staff. Additional technical and professional training is planned as the project ramps up to full delivery capacity.

Training the workforce of the future – EnergyConnect

As part of EnergyConnect, Transgrid and delivery partner Elecnor are funding Legacy 100, Australia's first multi-million-dollar training initiative to boost skills in the power-transmission sector across regional NSW. This year, Legacy 100 provided 100 candidates with qualifications in transmission-line construction: 24% local, 20% female and 9% Indigenous.

Supporting engineering students

Transgrid's $2 million Engineering Scholarship Fund is supporting engineering students at the Bathurst campus of Charles Sturt University. From 2023 to 2029, the Fund will award $20,000 scholarships to 100 students starting either Bachelor of Engineering (Civil) (Honours) or Bachelor of Technology (Civil) / Master of Engineering (Civil). In the 2025 commencement year, Electrical Engineering was introduced for scholarship recipients enrolled in a Bachelor of Engineering (Honours).

We are also creating regional career pathways for scholarship recipients through engineering cadet placements across regional NSW. In 2025, 21 scholarships were awarded, with students coming from the Riverina, Central West and New England.

Regional Development Australia

In 2022, Transgrid and Regional Development Australia Riverina formed a three-year, $1.5 million workforce development strategic partnership to boost local jobs and skills. In FY25, the partnership contributed to the:

- Riverina Murray Major Projects Workforce Requirements / Workforce Histogram Report
- Early Childhood Education and Care in the Riverina Report
- Country Change program
- Country Change magazine rebrand
- Jobs Riverina website
- Grow our Own program
- Growth of employer profiles
- Upgraded Country Change website
- Video library for career pathways.

Jess Bain – Community Engagement Officer

Back to contents

Building on our Community Partnerships Program

Transgrid's Community Partnerships Program offers grants of up to $5,000 to not-for-profit organisations in and around our planning, operations and major projects including in Batlow, Bowenfels, Coleambally, Cessnock, Lithgow, Lockhart, Moulamein, Orange, Wagga Wagga and Wentworth.

In FY25 we provide 142 CPP grants totalling $564,234 supporting positive outcomes across education, environment, clean energy, safety and well-being including to:

- Country Education Foundation of Coleambally-Darlington Point Inc – providing education grants to support young people as they pursue studies at university, TAFE, and through traineeships
- Riverina Community College (Wagga Wagga) – a beauty and wellness empowerment program for Indigenous women
- Yanco Creek and Tributaries Advisory Council – a community and school-based education planting event to promote environmental awareness
- Nannas Touch Community Connections – wicking beds for the Lithgow Community Garden to increase growing capacity, reduce water usage, allow all year round growing, and make the garden fully accessible to people of all ages and abilities.
- Deniliquin Local Aboriginal Land Council – revegetation of local plants and bush food for harvesting
- Crookwell Lions Club – rescue equipment for lifeguards at local pools
- Active Farmers Ltd – equipment for exercise classes.

This year, following the extreme weather driven outage affecting communities and businesses in Far West NSW, Transgrid launched the Broken Hill & Far West NSW Community Partnerships Program. This funding was in addition to the $1.5 million contribution to the NSW Government's community support package for residents and businesses and community organisations and not-for-profit groups in areas impacted by the prolonged power outages could apply for funding of up to $10,000. A total of $500,024 was awarded to 78 organisations including:

- Broken Hill Community Incorporated received a grant to install new kitchen stoves at the Broken Hill Centre for Community that hosts public and private functions.
- Menindee RFS Headquarters Brigade to purchase UHF radios to allow the Brigade to keep in contact with other local emergency services during major incidents
- Broken Hill Soccer Association which has received a grant to help fund a new BBQ area at the local soccer grounds
- Menindee Charities Incorporated upgrade the Menindee Op Shop with much-needed electrical works and sustainability improvements to enable further benefits to the Menindee Health Service and local community
- Wilcannia Safehouse to purchase a large chiller refrigerator, ensuring fresh and nutritious food can be stored safely for women and children seeking refuge.

Back to contents

Fulfilling our local industry participation plan

Delivered by Transgrid's construction partners, Local Industry Participation Plans aim to boost regional economies by engaging local suppliers – including Indigenous businesses, social enterprises, and female-owned companies – and building sustainable, competitive Australian industries.

In FY25, the EnergyConnect construction partner spent approximately $256 million with 322 local businesses across the project footprint, and around $405 million with NSW-based businesses. HumeLink (East and West) construction partners had spent approximately $18 million with local and regional businesses within the project communities

Choosing meaningful corporate sponsorships

Our corporate sponsorship program provides financial, professional and volunteer support to organisations that:

- Back local communities where we operate
- Contribute to vital community organisations
- Align with the objectives of our diversity and inclusion strategy.

In FY25, our sponsorships included the Ronald McDonald House 20th Anniversary in Wagga Wagga, Wagga Wagga Mardi Gras, the Committee4Wagga and Business NSW Riverina.

Landowners support Trek4Kidz – Waratah Super Battery

When Transgrid and our Waratah Super Battery delivery partner Zinfra asked landowners which local charity to support, they chose Trek4Kidz. This important part of the Starlight Children's Foundation helps brighten the lives of children in hospital.

The Waratah Super Battery team and Zinfra raised funds from recycled scrap steel parts collected across project sites. The project team matched the donation dollar for dollar, resulting in a contribution of approximately $4,000 to Trek4Kidz in 2025.

Molong cultural burn

Deep Dive 5: First Nations' investment and development

Transgrid's Stretch Reconciliation Action Plan (RAP) 2023-25 sets out how we support First Nations peoples. Now in our third year, we've deepened relationships, strengthened engagement and further built up economic opportunities for Aboriginal and Torres Strait Islander suppliers.

First Nations spend

Transgrid's commitment to delivering measurable and sustainable economic benefits for First Nations communities where we work is evident in the year-on-year increase in spend. In FY25, we spent $5.52m, a significant increase on FY24 spend of $3m.

First Nation's sponsorships and partnerships

Our ongoing partnerships with Clontarf Foundation and Girls at the Centre create important pathways for First Nations youth into employment and further education.

In March 2025, we formed an alliance with NSW Indigenous Chamber of Commerce to build skills, remove barriers and create opportunities for First Nations businesses.

Care for artifacts

Transgrid demonstrates it commitment to deep care and respect for cultural heritage artifacts and places across our transmission network. In August 2024 we opened our Wiradjuri Keeping Place in our Wagga Discovery Hub. The Keeping Place ensures that stories, traditions, and artefacts are protected for future generations and shared with the wider public in a respectful and meaningful way. It plays a crucial role in cultural revitalisation efforts, providing a space where traditional knowledge can be passed down and celebrated before they are repatriated post project development.

In October 2024, EnergyConnect undertook the repatriation of Aboriginal artefacts across a 135 km corridor burying 27 repatriation pits consisting of 211 stone artefacts, 30kg of shell middens and 25 kg of ancient campfire remains. Transgrid, upon the request of Registered Aboriginal Parties (RAPs), sought special approval from the NSW Government to bury the artefacts without plastic bags. The cultural material was carefully covered with native eucalyptus leaves and vegetation. Detailed records of the artefacts were placed inside the pits. This extensive and considered repatriation demonstrates Transgrid's collaboration with First Nations communities and our commitment to connect and care for Country alongside our First Nations communities.

Cobb Camp

Cleansing ceremony at EnergyConnect

The EnergyConnect project team participated in a cleansing ceremony, led by Wiradjuri Elder Michael Lyons, to acknowledge the land and foster unity at the Cobb Highway workers' accommodation camp site near Booroorban. The accommodation camp is one of six temporary facilities along EnergyConnect, housing up to 1,400 workers. Managed by Elecnor Australia, this camp and others like it help ease pressure on local rental markets.

First Advisory Circle meeting at the Transgrid Discovery Hub in Wagga Wagga

In late 2024, we held our first Advisory Circle meeting at the Wagga Discovery Hub, with local Indigenous stakeholders, major project engagement managers and HumeLink delivery partners. At the meeting, Wiradjuri Elders from Walumarra received project updates on HumeLink, VNI West and EnergyConnect. In return, the project teams learned from Elders, who generously shared their stories and advice.

Participants emphasised the importance of honest and open conversations with Indigenous communities to ensure planning, construction and project delivery align with their values and needs. At the meeting, we agreed to co-develop a Statement of Cultural Protocols for Transgrid, our delivery partners and major projects.

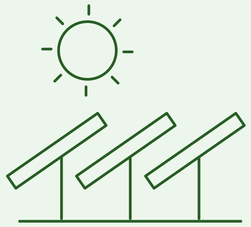
We also explored how to integrate Indigenous knowledge and opportunities into the projects, including through:

- Employment opportunities and pre-employment training
- Pathways for young people
- Cultural awareness programs
- Site monitors / RAPs working with ecologists to foster mutual learning
- Preserving cultural sites and artifacts

The Advisory Circle is an important step in building a lasting relationship with Indigenous communities to help ensure a sustainable, culturally respectful approach to infrastructure development.

Priority 3. Delivering a reliable and affordable transition to a clean energy future

3



Delivering a reliable and affordable transition to a clean energy future

We hold the energy consumer top of mind while we build a better power system to efficiently and cost effectively address energy reliability, system security and support the energy transition.

Transgrid is delivering a portfolio of transmission infrastructure projects to unlock REZs, support grid reliability and transport electricity from new generation hubs to demand centres. Committed projects, EnergyConnect and HumeLink, are currently under construction. Other projects in development include Hunter Transmission Project, as well as network augmentations connecting the Central-West Orana REZ to the NSW transmission backbone, VNI West, Sydney Ring South and QNI Connect.

In parallel, we are also executing a Network Asset Strategy (NAS) as part of our Asset Management System (AMS), so that we can create and sustain value for our consumers and stakeholders when managing our assets. The NAS is how we strategically drive AMS improvements. It informs our asset plans and how we maintain our asset base.

Transgrid is responsible for ensuring sufficient security services – system strength, inertia and voltage control – are available to keep the grid operating within its safe technical envelope. We are pursuing a diverse portfolio of non-network solutions and new network assets to meet these obligations and address constraints in the NSW transmission network, that can weaken reliability and affect energy prices. And we are enabling renewable generation, battery energy storage (BESS) and hybrid installations connections.

Benchmark network reliability

99.992%[5]

(99.9996% in FY24)

Key drivers

- Australia's transition from coal to renewable energy requires a new 330/500 kV backbone extending from Victoria in the south, to South Australia in the west, to Queensland in the north.
- Increased contestability for greenfield projects, especially in NSW
- Pressure from inflation as well as labour and supply chain constraints which highlight the need for timely, efficient investment
- A larger and more complex grid, with unprecedented challenges to system security and reliability
- Continued management of our assets in a safe, reliable manner while integrating numerous major projects into our asset base

Key benefits

- Maintains the transmission system's reliability, safety and cost efficiency for consumers
- Enables more efficient sharing of resources between NEM regions
- Creates new jobs and opportunities for a wide range of businesses
- Supports Australia's emissions targets by enabling more renewable energy to be delivered to consumers
- Builds a transmission system capable of operating at 100% instantaneous renewable generation

4 Internal standard set by Transgrid. If the Broken Hill loss of supply event is excluded, the network reliability becomes 99.9997%

Back to contents

Deep Dive 6: Deliver transmission infrastructure

Transgrid is expanding its transmission network to form the backbone of a modern energy system. This expansion, includes a portfolio of major transmission projects that add new capacity to and relieve constraints on the existing network.

EnergyConnect

In FY25, Stage 1 was successfully completed, including the expansion of the Buronga Substation and the delivery of new transmission lines to the South Australia border and Red Cliffs in Victoria. 150 MW of capacity has been released in both directions, enabling the successful transfer of energy interstate.

EnergyConnect is a landmark transmission project linking the energy grids of New South Wales, South Australia, and Victoria.

Transgrid and Elecnor executed a new contract in December 2024 to support the completion of the EnergyConnect project, which is now progressing ahead of or in line with its baseline schedule.

Works between Buronga and Wagga Wagga are advancing steadily, with tower and stringing activities underway, substations progressing, and over 600 workers housed across key camps as the workforce shifts eastward.

Key facts

- Project: 900 km interconnector to enable energy sharing between NSW, South Australia and Victoria. Transgrid is delivering the 700 km NSW section from Wagga Wagga to the South Australian border with a connection to Red Cliffs in Victoria
- Completion: Stage 1: December 2024. Stage 2: July 2027
- First electricity transmission project in Australia to receive an official sustainability rating in recognition for design and delivery

Key benefits

- Expected to drive $4 billion of economic benefit for regional NSW including 1,500 new jobs and opportunities for a wide range of individuals and businesses.
- Links renewable energy resources in NSW and South Australia, reducing prices for consumers in both states
- Supports Australia and NSW's emissions targets
- Expands capacity with capability to supply 8.5% of NSW's total average daily electricity demand.

Christian Johane – Substations Technician

Hunter Transmission Project

The Hunter Transmission Project (HTP), declared both a Priority Transmission Infrastructure Project and Critical State Significant Infrastructure, is being planned by EnergyCo to support NSW's clean energy transition. It includes a new 500 kV overhead transmission line between Bayswater and Olney, new switching stations, and upgrades to existing substations. Transgrid has been confirmed as the preferred network operator through a commitment deed outlining its role in planning and pre-construction.

The Environmental Impact Statement (EIS) will go on public exhibition in August 2025, allowing community feedback on key issues such as environmental, cultural, and social impacts. EnergyCo will continue leading planning and engagement until Transgrid is formally appointed to deliver, operate, and maintain the project. Transgrid remains committed to supporting EnergyCo as they plan for the HTP and work with the community If the project receives all necessary approvals, construction is expected to begin in 2027 and finish by the end of 2029.

HumeLink

The project received Commonwealth government approval in December 2024, allowing early works to start in January 2025 and construction later in 2025.

HumeLink is one of the state's largest energy infrastructure projects, with about 365 km of new transmission lines, and new or upgraded infrastructure at four locations and essential to provide access to renewable and peaking generation in southern NSW and Victoria.

HumeLink East involves the expansion of the existing Bannaby 500 kV substation, along with the design and construction of a new 500 kV double circuit transmission line. Transgrid has contracted Acciona Construction Australia Pty Ltd and Genus Infrastructure (NSW) Pty Ltd to deliver the eastern portion of the HumeLink project.

HumeLink West involves the expansion of the existing Wagga Wagga 330 kV substation, the design and construction of a new substation at Gugaa and connection works to the future Maragle 500 kV substation. The project also includes a new 500 kV double circuit transmission line to connect the substations at the Wondalga interface point with HumeLink East.

Transgrid has contracted UGL Engineering Pty Ltd and CPB Contractors Pty Ltd (UGL-CPB JV) to deliver the western portion of the HumeLink project.

A Community Investment and Benefits Plan will be delivered to impacted communities. The community-developed Plan focuses on initiatives to improve community connection, local education and skills development, local industry development, care for Country and social legacy.

Key facts

- Project: A new 500 kV high-voltage transmission line spanning 365 km. New or upgraded infrastructure at four substation locations: Wagga Wagga, Gregadoo, Bannaby and Maragle
- Completion: Last quarter 2027

Key benefits

- Expected to drive $6.3 billion of direct and indirect investment into the regional economy
- Creates more than 1,600 construction jobs
- Delivering $15 million towards community investment
- Provides increased access to reliable, affordable electricity for NSW consumers
- Supports Australia's emissions targets by enabling more renewable energy to be delivered to consumers
- Increases transfer capacity and stability limits between the Snowy Mountains and major load centres of Sydney, Newcastle and Wollongong.

VNI West

Planning has substantially progressed on VNI West. To keep the project on track, the Australian Energy Regulator approved the $948.8 million Contingent Project Application (CPA1) allowing early works to progress. We've been able to secure long lead equipment, design substations and transmission lines, and engage with communities and stakeholders.

Last year, the preferred route for VNI West in NSW was narrowed from a 1–2 km-wide area to a defined 200-metre transmission corridor, providing greater certainty for landowners and communities. This year, the project team completed its environmental assessment of this corridor with the next step public exhibition.

Following the announced delay of the Victorian section of VNI West interconnector to allow for further planning and landholder engagement, Transgrid is reviewing the schedule for the NSW section of this critical project. With these changed circumstances, Transgrid is examining a staged approach to delivery of VNI West (NSW). This will allow us to align costs with the timing of benefits to NSW and the ACT consumers as more affordable renewable energy flows interstate.

Key facts

- Project: A new 500 kV high-voltage transmission line spanning 300 km links EnergyConnect and Western Renewables Link.
- An additional 4.140 MW of capacity, including Victoria's capability to export 1,935 MW to NSW, Australia's most populous state.
- Completion: December 2029

Key benefits

- Forecast to deliver around $1.4 billion in net market benefits to consumers.
- Create an economic boost for regional communities through the provision of jobs, training and local supply opportunities.
- Increase in the capacity to share electricity between NSW and Victoria and improve the reliability and security of electricity supply in both states.

Broken Hill: Building resilience to extreme weather in remote New South Wales

Extreme weather continues to be one of the most significant challenges facing Australia's electricity network, and the transition to renewable energy must help address these vulnerabilities. A recent destructive storm in Far West NSW caused major disruption, destroying 3.5 km of transmission line and leaving around 12,000 people in surrounding remote communities without power for an extended period. The scale of the event highlighted the urgent need for resilient infrastructure in the face of increasingly severe weather conditions.

In response, Transgrid mobilised more than 100 specialists, technicians and crew from across Australia to rapidly reconstruct the damaged transmission line. Working in close coordination with Essential Energy and the NSW Government, the team restored supply and strengthened the rebuilt lines to better withstand future extreme weather events. To support affected communities, Transgrid provided $2 million in grants and contributions to homes, businesses and local organisations.

Beyond the immediate recovery, Transgrid has taken further steps to improve system resilience and transparency. This includes enhancing communication channels, such as generator turbine status updates, and engaging with regulators through formal investigations. A NSW Parliamentary Committee has tabled its report on the incident, with a government response expected by 5 December. Transgrid continues to work closely with the Australian Energy Regulator (AER) and the Independent Pricing and Regulatory Tribunal (IPART), including exploring cost pass-through mechanisms to recover storm-related expenses.

Subsystem developments

With rooftop solar and electrification reshaping when and how energy is used, we're adapting to a widening 'demand envelope': higher peaks and lower minimums. We are upgrading subsystems where these changes are happening to keep the network reliable. These local upgrades won't impact the transmission network or power flows between states.

Projects completed in FY25 include:

- Strategic property acquisition for Western Sydney Priority Growth. Transgrid acquired the land adjacent to Kemps Creek Bulk Supply Point.
- Maintain Newcastle Substation fault rating.
- Transposition of 330 kV lines 87 (Coffs Harbour to Armidale) and 8C/8E/8J (Armidale to Dumaresq) to manage negative sequence voltage levels greater than 0.5% within the northern NSW transmission network.

Asset management

Transgrid's Asset Management System (AMS) is the primary management system to create and sustain value for our consumers and stakeholders when managing our assets. This is achieved by application of systematic processes delivering objectives aligned to our business strategy. We apply our AMS across all phases of asset development, delivery, operations and maintenance, to drive value and performance across our asset base. The AMS also sets the foundations used by other management systems.

The Network Asset Strategy (NAS) is how we strategically drive AMS improvements. It informs our asset plans and how we maintain our asset base. The NAS drives how we respond to the challenges of building the future energy system to accelerate the clean energy transition and ensure the sustained delivery of value through an efficient and sustainable network.

Asset replacement projects

Transgrid renews our ageing assets in line with our asset management strategies under the NAS and carefully balances cost, risk and performance to keep energy reliable, safe and affordable for our customers. In FY25, we invested $228 million of capital expenditure in the prescribed network (excluding major projects), completing key projects including various transmission line refurbishments, Optical Transport multiplexer network replacement, Dapto No 3 transformer replacement, secondary system replacement at various sites, wood pole replacement, and various circuit breaker, current transformer and voltage transformer replacements. We also carried out $108.9 million in maintenance work across the network to ensure continued reliability and performance.

Transmission lines and cables

To ensure we fulfill the AS5577 Electricity Network Safety Management Systems requirements to manage bushfire and public safety risks:

- We are refurbishing steel structures on transmission lines and this includes refurbishing/replacing rusted steel towers/poles and replacing conductors and insulators at risk of failure.
- We are assessing the health of wood poles and replacing those in poor condition from wood rot, termites or other issues with concrete or steel poles.
- We are remediating low spans on our transmission lines.

Substation plant

To ensure network safety and reliability, we assess the health of transformers, reactors and capacitator banks, circuit breakers, and ancillary equipment by obtaining condition data through online systems and periodic asset inspection. From this data the risk of failure over time is determined and used to develop optimally timed refurbishment and renewal programs that ensure reliability at an efficient cost.

Digital infrastructure

Transgrid manages Digital Infrastructure assets, including protection, metering, control and communications technologies. Renewals improve asset visibility and capability and reduce risks from technological obsolescence where manufacturer support has been withdrawn for certain assets.

Transgrid is also enhancing its Enterprise Asset Management tools through the recent implementation of IBM Maximo Asset Management software to facilitate further increased data insights into asset condition and asset health information.

Driving innovation in asset data collection efficiency supported by AI

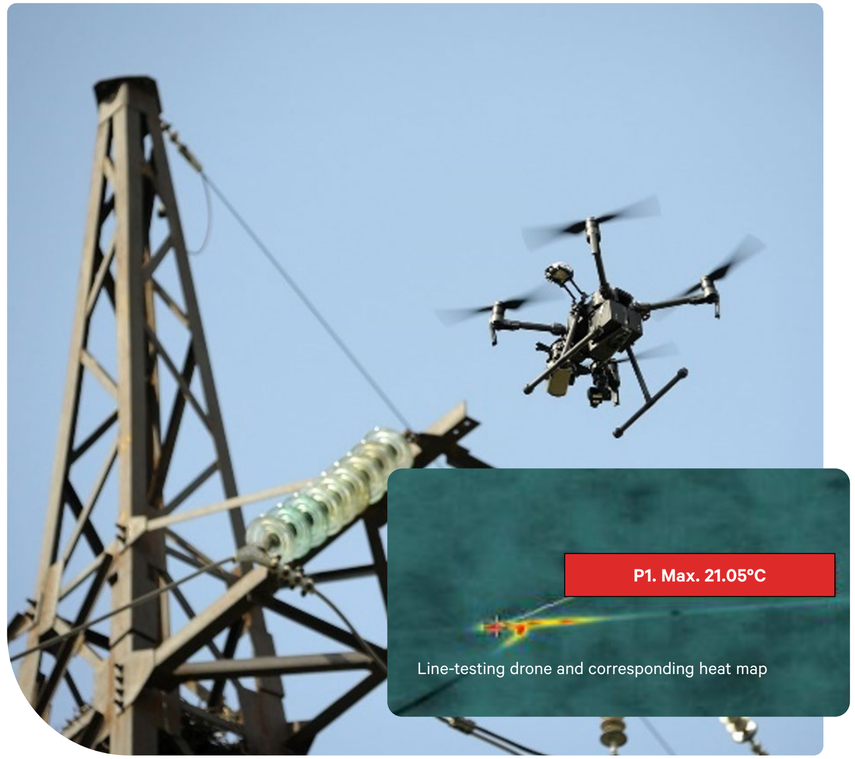
To enable data-driven decision making we need real data from the field on the health of our assets. Traditional asset monitoring is resource intensive. It relies on manual inspections, testing and sampling, takes considerable time, and creates safety risks for workers. Inspection also occurs at discrete periodic intervals meaning limited condition data is received, leading to decisions based on historical data.

We challenged this by working to monitor asset condition using cutting edge technology solutions which were not readily available for this purpose. The data is collected by aerial monitoring (e.g. drones) or wireless sensors on high-voltage assets and allows for processing by artificial intelligence and machine learning – a first for the sector. Condition data is now displayed in real time, enabling enhanced decision making and operational efficiency.

These systems detect issues before failures occur and provide actionable insights like never before in the utility sector. This optimises intervention timing (such as replacement or refurbishment) at a reduced cost, increasing value for consumers through safety, cost and performance outcomes, unachievable through traditional methods.

As an example, trials were undertaken to assess the viability of using drones to inspect the condition of transmission towers. The trials found drone inspections can deliver efficiencies of up to 50% compared to traditional climbing inspections while also significantly improving safety for workers. Adopting drone inspections brings additional benefits to Transgrid and our people:

- Safety outcomes are significantly improved as the inherent risks associated with working at heights during climbing inspections are eliminated.
- We reduce the impact on communities as drones can be deployed remotely, reducing the need to access private properties for asset inspections.
- As we won't need to drive to each structure or asset, we reduce the number of vehicles we use, which helps improve sustainability.



Line-testing drone and corresponding heat map

Back to contents

Network innovation

Network constraints can weaken reliability and affect energy prices. Part of the way we ease constraints is to build additional conventional transmission lines. But, where possible, Transgrid seeks innovative, faster and lower-cost alternatives – new technologies and 'non-network solutions' – that can help keep energy prices as low as possible for consumers.

These non-network solutions, which include services from energy storage systems, embedded generation or demand management, can remove or defer the need for network capital investment. The following are some recent examples.

Broken Hill and Far West NSW

Backup power supply at Broken Hill has historically been provided by two diesel-powered turbines that operate when the single 220 kV transmission line supplying the region is out of service. Transgrid acquired these turbines from Essential Energy in 2022 and is currently planning to phase out their operation as they approach end of life.

On 16 October 2024, an extreme weather event caused outages that significantly disrupted communities and businesses in Far West NSW. While the main 220 kV transmission line (X2) was out of service, the Broken Hill Battery Energy Storage System (BESS) was successfully operated in the local system, forming a transmission-scale mini-grid. This was only possible thanks to a collaborative effort between the BESS operator and Transgrid, with the support of AEMO, AER and Government.

Transgrid remains fully committed to providing a resilient and reliable energy supply in Far West NSW. We will continue to work with local communities, governments, regulators, and other key stakeholders to develop longer-term solutions to ensure the provision of safe, reliable and affordable energy to Broken Hill and surrounding towns.

North West Slopes

Transgrid is procuring non-network services at Gunnedah or Narrabri to cater for increased industrial electricity demand in the North West Slopes area, deferring new transmission investment. The RIT-T for Maintaining Reliable Supply to the North West Slopes Area (Stage 1) and an amended Project Assessment Conclusions Report (published in January 2023), confirmed that a new BESS facility at either Gunnedah or Narrabri, with a new transformer at the Narrabri substation, is the preferred solution. The preferred option also identified transmission line augmentations in the longer term.

Transgrid is continuing to monitor the demand forecasts for the region, supplied by Essential Energy. A Network Support Agreement is planned to align with the updated timing of the need, which will be confirmed through joint planning with Essential Energy.

Demand Management Innovation Allowance

Transgrid's Demand Management Innovation Allowance program is funding research and development for demand management projects with the potential to reduce long-term network costs. In 2025, we established an independent panel to evaluate initial projects. In the second half of 2025, we will expand the program to investigate innovative projects capable of exploring and altering network demand usage patterns in the transmission system.

A more complete list can be found in Transgrid's Transmissional Annual Planning Report.

Connections

Generators, like solar and wind farms, and large-load customers, like data centres require direct connection to the grid. Direct connection gives these customers access to the higher reliability, redundancy and system strength offered by the transmission network.

Transgrid's contestable arm, Lumea, plays a key role in accelerating Australia's energy and decarbonisation transition by connecting renewable generators and large-load customers to the transmission grid. With a portfolio of more than 55 projects totalling 14 GW, Lumea is Australia's most experienced connections provider.

Since 2024, more than 6.6 GW has progressed through key project connection milestones. This includes 2.7 GW to reach Connection Application approval, 2 GW to achieve Market Registration and 1.9 GW to be commissioned to achieve full project output.

Connection interest from BESS has surged, with more than 3 GW progressing towards or achieving commissioning.

We expect more solar, wind, battery energy storage and pumped hydro generation proponents to sign connection agreements over the next 12 months, as projects advance.

Workers on a transmission tower, Lockhart

Back to contents

Deep Dive 7: System security and operability

Investing in System Security

Transgrid is responsible for ensuring sufficient security services – system strength, inertia and voltage control – are available to keep the grid operating within its safe technical envelope.

As coal-fired generators retire, the grid is losing essential sources of system security. Without adequate replacement system security services, the grid will not be able to operate safely or at very high levels of renewables for even short periods of time. Meanwhile, the increasing supply of renewable energy, with its intermittent, weather-dependent generation, is making the NSW electricity system substantially more volatile.

To meet our system security obligations, Transgrid is assembling a diverse portfolio of non-network solutions and new network assets. The optimal portfolio of system strength solutions, which will also meet inertia requirements and provide significant voltage support, includes:

- Synchronous condensers, which are motors that spin freely (with no fuel combustion or power generation), used specifically for the purpose of providing system security services.
- Grid-forming BESS, featuring inverter technology, enabling projects to both trade in energy markets and also provide system strength, synthetic inertia, fast frequency response and voltage support.
- Services outside the energy market, such as existing synchronous hydro units that may be able to operate in synchronous condenser mode, or generators with units upgraded to operate in synchronous condenser mode.
- Existing and committed synchronous generators dispatched in the energy market, such as hydro and coal and gas, where necessary.

Modern tools and skills for a complex power system

A renewable grid is a more dynamic and complex system, and requires new operational capabilities.

To meet consumer expectations for reliable electricity, we need stronger analytical and operational capabilities to plan, manage and operate an electricity system that is becoming more distributed, dynamic and unpredictable.

The power system transformation is driving a much greater need for information and analysis requirements across our control and planning functions. This is particularly due to an increase in the number and new types of transmission assets, in combination with unprecedented changes in generation and load interacting with our network. Renewable generation and storage also have far more variability compared to the consistent profile of coal, which historically enabled network operators to quickly return the system to secure operations following contingency incidents like weather events, equipment failures or trips.

Transgrid has already observed that the NSW electricity system is sitting closer to the edge of its secure operating envelope. This means the system is more likely to tip into insecure operating conditions if a credible contingency occurs, requiring increased scrutiny from operators who must intervene more frequently to maintain system resilience.

Transgrid is developing enhanced operational technology in our control rooms and offices, including our Supervisory Control and Data Acquisition system.

By proactively addressing these issues by developing upgraded tools, we believe these adverse outcomes can be minimised. We also expect these tools will enable us to operate the power system more efficiently, which will yield benefits for consumers. This includes via lower market prices and greenhouse gas emissions because of fewer constraints on low-cost renewable generation, and lower risks of unserved energy arising from the escalation of system contingency events.

Control room

Back to contents

Priority 4. Environment

4

Environment

We actively manage our environmental impacts and support the development of a green energy future.

As a major transmission builder and operator, Transgrid must manage our impact on ecosystems, emissions and natural resources, while building grid resilience to a changing climate.

We continue to manage our activities and services in a manner that protects the environment, prevents pollution, meets our compliance obligations, and supports the development of a clean energy future. Our Environmental Management System guides how we set, track and improve the way we achieve these environmental objectives and targets.

This section includes deep dives on three areas of focus in FY25: grid decarbonisation, climate risk and transition, and how we manage biodiversity impacts on our major projects.

Approved biodiversity stewardship agreements in FY25

11,700 ha

(FY24 4,517 ha)

Key drivers

- Demonstrate that our work is in the long-term interests of and delivers benefits to consumers and the community.
- Ensure compliance with a complex environmental regulatory requirements across a growing scope of works.
- Exhibit strong environmental stewardship through sustainable practices and managing key climate-related risks and opportunities.

Key benefits

- Improving operational resilience and efficiency to deliver a better power system for consumers.
- Nurturing trust and meeting the growing expectations of investors and the public around climate action and environmental responsibility.
- Contributing to global initiatives to combat climate change and leave a healthier world for future generations.

Back to contents

Deep Dive 8: A renewable grid is critical to Australia's decarbonisation

The Transgrid Group is at the centre of decarbonisation across the economy. We are delivering the electricity transmission infrastructure required to support renewable generation and industry-wide electrification. While this work is our biggest contribution to reducing global greenhouse gas (GHG) emissions, we are also reducing our own emissions. In FY23, we set net zero emissions reductions targets to:

- Cut Scope 1 and 2 emissions by 60% by 2030, (base year = 2021), falling to net zero by 2040.
- Lower Scope 3 emissions from Purchased Goods and Services, and Capital Goods by 48% per $1M spend on these two categories by 2030 (base year = 2021), reaching net zero by 2050.

This year, we finalised our Net Zero Strategy, establishing the actions, timelines and accountabilities for significantly reducing our emissions and removing remaining emissions permanently to meet these targets.

Emissions profile

Most of Transgrid's emissions come from transmission system losses – the energy lost as electricity travels across the network. GHG emissions from the generation of this lost electricity are reported as Scope 2 emissions and calculated using a prescribed grid emissions factor.

Although emissions from losses will decline over time as more renewables enter the energy market, the transition makes system losses more complex. Longer distances from remote renewable generation and greater variability in power flow means losses do fluctuate year-on-year and are likely to increase over time. That's why delivering the renewable grid is at the heart of our Net Zero Strategy.

Our next largest source is Scope 3 emissions, mostly from materials like steel and concrete used in transmission infrastructure. These emissions will rise in the near term as we build what the energy transition demands.

Scope 1 emissions, from SF6 gas leaks and onsite fossil fuel use, make up a small share. But we continue to reduce them through targeted programs.

The point is: speed matters. A slower transition slows progress to net zero. A faster build moves us all forward.

Net zero pathway

While delivering the renewable grid is central to our Net Zero Strategy, we're also working to reduce our Scope 1 and Scope 3 emissions. Our immediate focus is on enhancing internal capability – across finance, asset management and procurement – to implement deeper cuts in the mid-term.

There are challenges to be managed. The pace of energy sector transition, changing demand, new climate reporting and the availability of low-emissions technology and materials are just some of the external pressures. Internally, we're improving our systems to measure, forecast and report on emissions more accurately, while balancing the demands of a growing project pipeline.

But with challenge comes opportunity. Policy shifts, like including an emissions reduction objective in the National Electricity Objective, encourage decisions on emissions reduction. We're also exploring new financing mechanisms and offset options.

Net zero is core to our strategy. By embedding emissions performance into how we work and plan, we're making net zero a shared responsibility across the Group.

Wind farm and supporting substation, Central-West Orana Renewable Energy Zone

Back to contents

Spotlight on Sulfur hexafluoride (SF6)

A potent and long-lasting greenhouse gas, SF6 is currently essential to network operations. Our asset base includes 3,000 SF6-containing assets, holding more than 150 tonnes of SF6 gas. Historically, these assets leak approximately 450 kg of SF6 annually, equivalent to around 11,000 tonnes of CO2, or 74% of our Scope 1 emissions.

But there's no easy fix. Few SF6 alternatives are commercially available and there's no policy or regulation driving SF6 replacement. With 80% of our HV SF6-containing assets installed in the last 20 years, premature retirement would be inefficient and costly to consumers.

In FY25, we finalised an SF6 Transition Strategy that balances investment in SF6 alternatives with our environmental, network reliability and affordability responsibilities. The Strategy acknowledges that a widespread transition to SF6-free assets is not possible right now. Instead, we'll use a combination of:

- **Monitoring**: We'll get better at identifying SF6 leaks so we can decide whether to repair assets or invest in alternative technologies.
- **Managing**: We'll invest in new ways to repair and protect our assets, and update procedures to reduce emissions cost effectively in the short term.
- **Replacing**: We'll conduct trials and investigations to work out how to make our network SF6-free in the future. For example, we're trying non-SF6 circuit breakers at Gunnedah Substation. This $4 million trial will help us understand technology risk, evaluation timelines, design issues, insulation design platforms and spares requirements. The circuit breakers will be in service by June 2027.

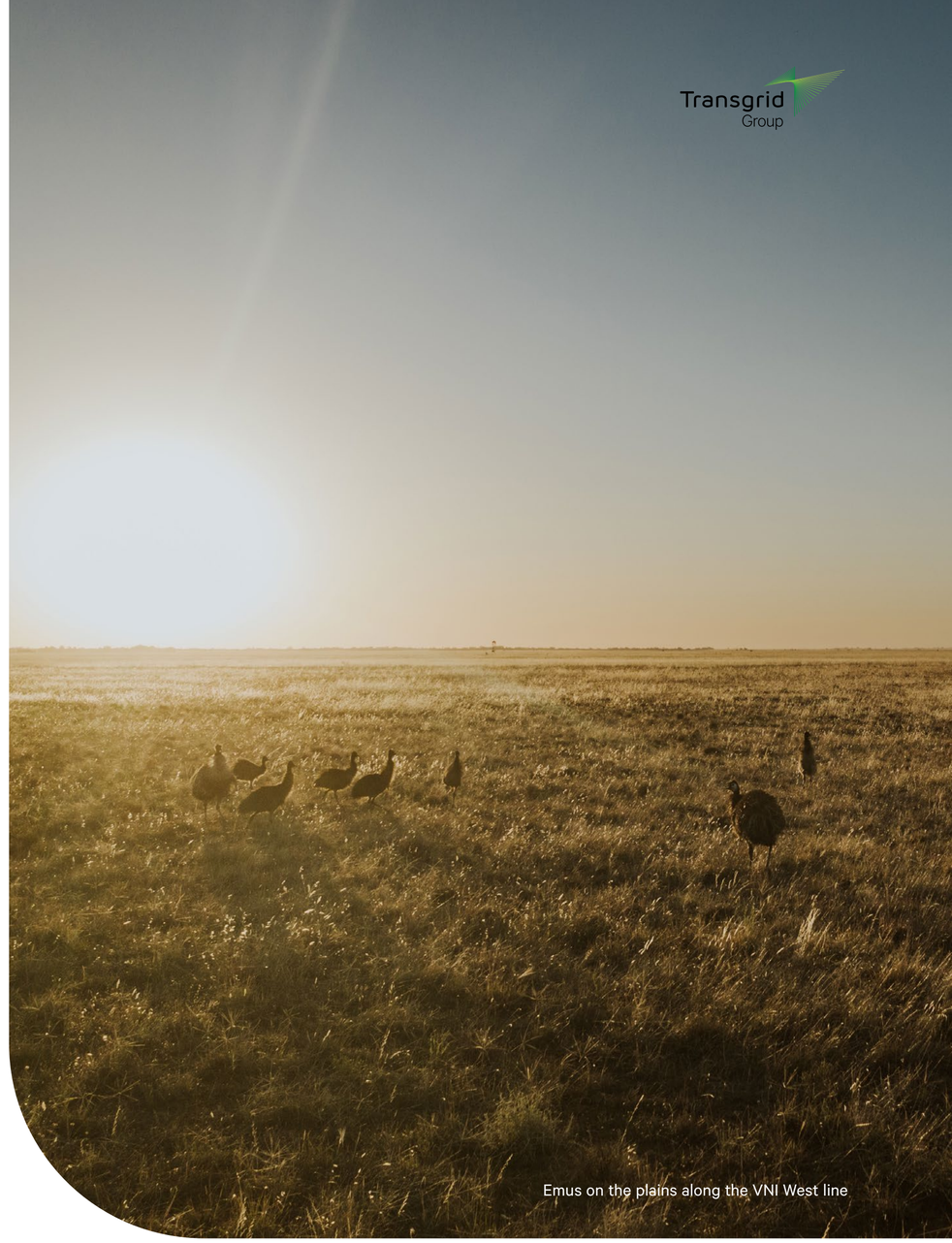
Spotlight on Procurement Net Zero Roadmap

Our Scope 3 emissions will increase during intense transmission construction. So our Procurement Team is stepping up with a Net Zero Procurement Roadmap focused on:

- Procurement process and governance
- Supplier engagement and risk assessment
- Internal and supplier capability uplift
- Emissions measurement and reporting

Actions this year included:

- Incorporating net zero considerations into procurement policies, frameworks, standards and enabling documents.
- Including net zero criteria in a tender, favouring suppliers with clear targets, Scope 1-3 reporting, supply chain engagement and credible transition plans.
- Collaborating with key construction suppliers to develop emissions baselines and inform low-carbon strategies in upcoming tenders.



Emus on the plains along the VNI West line

Back to contents

Deep Dive 9: Climate change risk and transition

The Transgrid Group is not required by law to report climate-related financial information in accordance with Australian Sustainability Reporting Standards SR2 – Climate-related Disclosures ('AASB S2'). We remain committed to voluntary enhancing and reporting on the Group's climate resilience.

In FY25, we continued to work through our Climate Resilience and Disclosure Workplan, informed by AASB S2, to better understand and manage the physical and transitional impacts of climate change to our infrastructure, operations, people and communities.

Strengthening governance structures and management oversight

In FY25, we increased our climate resilience governance. We introduced a Climate and Emissions Steering Committee chaired by the Deputy CFO, with senior leaders from Risk, Finance, Strategy and Procurement. The Committee is responsible for overseeing delivery of both the Climate Resilience and Disclosure Workplan and the Net Zero Strategy. The Steering Committee provides progress reports to the Executive Leadership Team, as well as the Board Audit & Risk and the Board Safety & Sustainability Committees.

The Steering Committee is supported by the cross-functional Climate Resilience and Disclosure Working Group, with responsibilities to:

- Engage with stakeholders across the organisation to implement the Disclosure Workplan.
- Monitor progress, emerging issues and risks, and enhance the program as required.
- Enhance work streams and working groups to ensure a coordinated organisational response to climate-related risks and opportunities.

Improving our understanding of enterprise level climate-related risks and opportunities

Our Enterprise Risk Management (ERM) framework provides an integrated and structured approach to managing risks within the risk appetite established by the Transgrid Board, including climate-related risks. To support the application of the framework, the enterprise risk team undertakes a quarterly review of emerging and operational risks. The outcomes of this review are reported to the Board Audit & Risk Committee.

In FY25, the main climate-related risks captured by our ERM framework related to:

- Bushfire risk.
- The impact of extreme weather events on assets and network operation.
- Supply chain disruption.
- Increasing complexity of operating the network.
- The inability to attract and retain talent to support the clean energy transition.

Using these risks as a starting point and leveraging the ERM, the Climate Resilience and Disclosure Working Group engaged across the organisation to consider climate-related risks and opportunities over different time horizons:

- **Short term**: Risks and opportunities relevant for the next 3-4 years to align with the organisation's current regulatory funding period.
- **Medium term**: Risks and opportunities relevant for the next 4-10 years to align with the organisation's 10-year business planning process.
- **Long term**: Risks and opportunities beyond the next 10 years and the current strategic and financial planning processes.

Short-term and medium-term timeframes correspond to the deep transition phase of the move to renewable energy. The long term beyond 2035 aligns with the new transitioned era. The following suite of transitional and physical risks and opportunities was reviewed by the Executive and the Safety & Sustainability Committee, and captured in our risk reporting system for ongoing oversight and management.

Solar farm

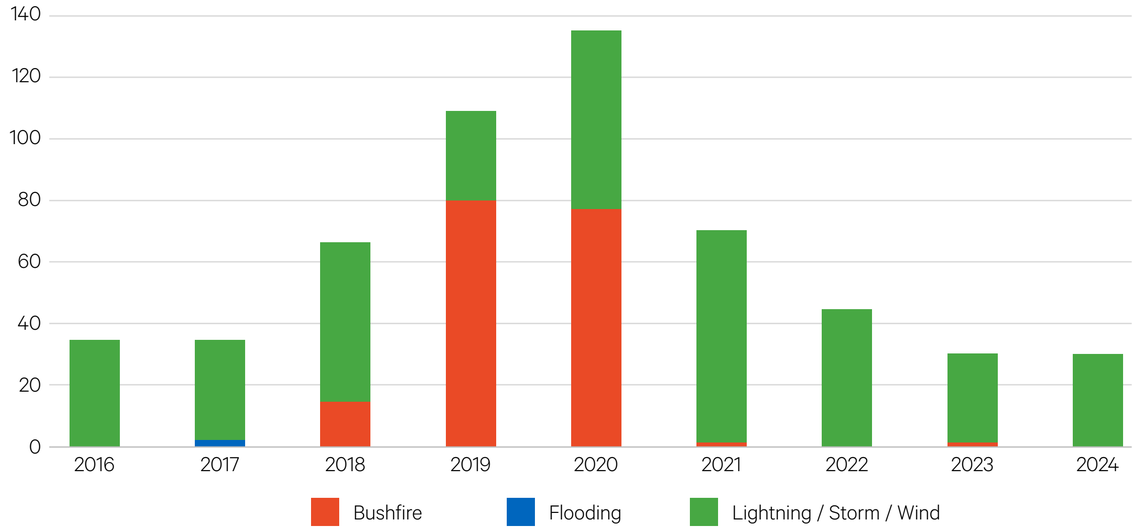
Back to contents

Managing the physical impacts of climate on the network

In the last decade, a number of network outages have been caused by extreme weather events, including bushfires, floods, lightning, storms and extreme wind. Figure 2 shows the outages on Transgrid's network due to extreme weather events since 2016.

The increase in 2019-20 was due to the Black Summer bushfires. During the past four years, most outages were caused by lightning, storm and extreme wind events. The graph below shows the impact of these events on the transmission network.

Figure 2: Climate-related extreme weather outages on Transgrid's network (calendar year)



These impacts are driven by the following changes in climate hazards:

Changing climate hazard	Electricity system vulnerability
Rising temperatures and the increasing duration of heat waves	Reduced generator and network capacity at time of peak demand
Increased frequency, severity and extent of bushfires	Bushfires have the potential to impact transmission assets. Smoke and particulates can also significantly reduce generation from large-scale and embedded solar generating systems.
Increased frequency of extreme winds	Increasing frequency and magnitude of extreme wind events impacts the integrity of transmission lines.
Increased variability or reduction in rainfall and dam inflows	Lower rainfall can reduce water available for hydro generation, increasing the need for desalinisation and its associated energy demand. Reduced soil moisture can increase damage from lightning and reduce the thermal conductivity of underground power lines.
Compound extreme events	Extremes in multiple climate variables occurring simultaneously or in close sequence can cause substantial disruption. These events can be exacerbated by associated non-climatic factors such as infrastructure or employee fatigue.

As part of our Network Asset Strategy, our Network, the Asset Resilience and Climate Strategy (ARCS) was created and makes up part of our Asset Management System to articulate the risks posed by climate change, and our mitigation strategies and response plans. This means we are focused on:

- Whether assets will be sufficiently robust in higher intensity environmental events
- How we will recover assets damaged by higher frequency severe environmental events
- The additional resourcing requirements to manage environmental issues
- Building redundancy into the network to maintain service when any component is damaged
- The response requirements for ongoing external threats, including climate change.

Back to contents

Transgrid's ongoing work in network resilience is guided by our Network Asset Strategy and the ARCS, the lessons learned and consequences from previous events in NSW and other jurisdictions. Short term plans under the ARCS include to:

- **Develop previous climate modelling** to determine changes to climate impacts on Transgrid's assets.
- **Update risk assessments** on impacted assets against emerging and/or changing threats.
- **Review and update design standards** to reflect the latest climate change impact projections.
- **Review network criticality** against the future generation mix and projected climate impacts.
- **Review network incident recovery and response** so emergency response capabilities can handle increases in severe events.
- **Identify technologies to remotely inspect and maintain equipment** that can't otherwise be reached during floods or bushfires.
- **Update our Network Asset Risk Assessment Methodology** to consider emerging and changing threats.
- Work with the AER, state authorities and industry stakeholders to **ensure regulation includes climate resilience investment in network assets**.

Using scenario analysis to refine our climate response

We use scenario analysis to identify and respond to climate risks and opportunities. Exploring various plausible future states helps us make sure our plans proactively address specific climate-related risks, and identify new opportunities for sustainable growth.

During the year, we developed our FY26 scenario approach, defining three scenarios that will be applied to the Group's priority risks and opportunities.

Scenarios will leverage the data and assumptions defined by AEMO in the 2025 Inputs, Assumptions and Scenarios guidance (IASR), and the Representative Concentration Pathways (CPs) defined by the Intergovernmental Panel on Climate Change (IPCC).

Judith van der Eyk – Risk Officer

Back to contents

Deep Dive 10: Biodiversity in Major Projects

Transgrid's major projects are subject to the NSW Biodiversity Offset Scheme (BOS). Under the NSW Biodiversity Conservation Act 2016, we must avoid and minimise biodiversity loss during major transmission project lifecycles, including route selection, concept design, environmental assessment, construction and operation. Any unavoidable impacts must be offset through a credit system currently calculated using the no-net-loss Biodiversity Assessment Method (BAM). This is expected to change to a nature-positive calculation in late 2025.

Given the size and scale of our projects, offset requirements are complex and significant. A typical project involves offsetting around 10 ha for every hectare impacted. Our preferred offsetting approach for major transmission projects is to establish new Biodiversity Stewardship Agreements (BSAs). These fully funded, land-based conservation sites preserve biodiversity in perpetuity on large swathes of land.

Together, our BSAs protect four threatened ecological communities, five threatened fauna species and 12 threatened flora species.

Approved Biodiversity Stewardship Agreements

BSA	Established	Ownership	Area (ha)
Big Bend	FY23	Transgrid	6,598
Nulla Nulla	FY24	3rd party	3,382
Parkview	FY24	3rd party	1,135
Singorimbah	FY25	Transgrid	8,310
Overflow	FY25	3rd party	1,343
Wood Park	FY25	3rd party	765
Ardmore	FY25	3rd party	1,282
Total			**22,814**

Singorimbah – the largest Biodiversity Stewardship Agreement in NSW

Executed in early 2025, the 8,310 ha Singorimbah BSA will protect dozens of threatened species, including the critically endangered Plains-wanderer, as well as shrublands, grasslands, wetlands and the threatened ecological community of Weeping Myall. The BSA, which directly adjoins Oolambeyan National Park, will significantly improve conservation in the Riverina and across the Hay plain.

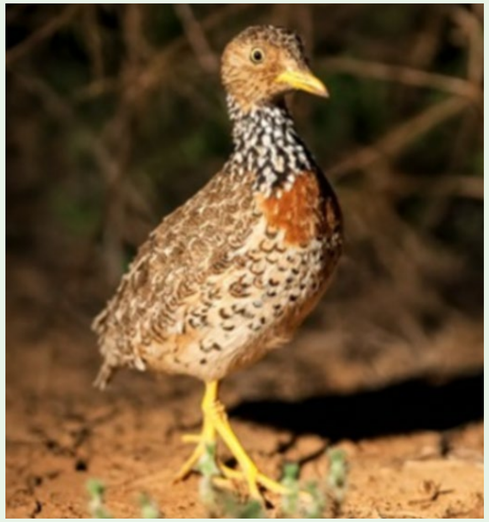


Figure 3: Critically endangered Plains-wanderer

Protecting wildlife around the Snowy 2.0 project

This year, Lumea began partnering with local volunteer-led wildlife rescue organisation, SONA, to protect wildlife around the Snowy 2.0 Transmission Connection project site in the Kosciuszko National Park. Our teams are working closely with SONA to ensure the safety of local wildlife, particularly the Sooty Owl, Masked Owl, Squirrel Glider and Booroolong Frog. We're also helping SONA to promote their services and attract more volunteers.

Revitalising Country through cultural burning on Wiradjuri Land

We continue to learn more about the importance of Indigenous-led land management in biodiversity conservation. This year, we partnered with First Nations leaders in the Central West region to support the regeneration of a critically endangered ecological community on Wiradjuri Country near Orange. In collaboration with Three Rivers Cultural Services and the Canobolas Rural Fire Service Brigade – and after training from Firesticks – the team conducted a low-intensity cultural burn at Transgrid's Molong Substation.

The cultural burn will promote the regrowth of Box-Gum Grassy Woodlands, an ecologically significant community spanning 25 hectares. It will be followed by a staged herbicide treatment to remove the introduced St John's Wort weed.

Ecological assessments during the burn highlighted the site's significance, particularly for Superb Parrots, which depend on decades-old breeding hollows. The team saw flocks flying through the canopy, inspecting hollows and feeding fledglings. Now we know the area is an important breeding habitat, we are even more determined for it to become a Biodiversity Stewardship Agreement location.

Priority 5. Building a sustainable business

5

Building a sustainable business

We are transforming our business to efficiently and responsibly meet the expectations of our stakeholders and taking steps to become an employer of choice.

We're growing fast – and changing just as quickly – to meet the demands of the energy transition in a competitive market. That means reshaping how we work and making our operations more flexible and resilient.

A big part of that is our focus on people and performance: diversity and inclusion, employee engagement, innovation, security, resilience, risk management and compliance.

This section takes a closer look at how we're building a more diverse and inclusive workplace.

Key drivers

- The urgent need to transition to renewable energy requires a diverse and innovative workforce to develop and implement new technologies and solutions.
- Increasingly complex and challenging threats to business resilience.

Key benefits

- Fill critical talent and skill gaps by attracting and retaining top talent
- Be recognised as an employer of choice
- Enhance governance to support an efficient transition and manage growth
- Build a resilient business capable of withstanding various challenges.

Employee wellbeing

91%

(not reported in FY24)

Gender diversity

25.4%

(FY24 24.2%)

Back to contents

Deep Dive 11: Diversity and inclusion

Diversity and inclusion are essential to create a psychologically safe, engaged and productive workforce. They also help us attract and retain great people – and build trust with the communities we serve.

Our Diversity and Inclusion Strategy supports our mission to deliver a clean energy future for Australia by fostering a workplace where everyone feels respected, valued and empowered to meet the needs and expectations of our customers.

Our Strategy has three pillars:

- **Diversity of talent**
- **A culture of inclusion and belonging**
- **Equity in all we do.**

Increasing diversity of talent

Gender equity

We're committed to improving gender balance across the workforce, starting with our early careers pipeline. And the results are showing. Women now make up 30% of our organisation, 46% of our graduates and 33% of our apprentices.

This year, initiatives to continue this momentum included:

- A specialised five-week pre-apprenticeship program for women providing an accessible career pathway and positive role models, with half the FY25 participants securing apprenticeships at Transgrid.
- Engineering and information technology scholarships and internships for female students through UTS and UNSW.
- Partnership with Work180 to boost our visibility as an employer of choice for women.
- Raising awareness of the gender pay gap and its drivers.
- Collaborating with the Champions of Change Coalition to achieve gender equality in the industry.
- Embedding gender equity into recruitment, with balanced shortlists and interview panels.

Our CEO, Brett Redman, is an active member of the Champions of Change Coalition Energy Group. In FY25, Transgrid participated in the Champions of Change Impact Report on the energy sector's progress on achieving gender equity.

First Nations employees

We remain focused on increasing First Nations employment opportunities at Transgrid and building a culturally safe work environment.

With renewed focus and following a targeted public campaign Transgrid reached its target of 3.5% First Nations employees – well ahead of the December 2025 completion of our RAP. The effort included:

- Onboarding two new First Nations-led recruitment agencies.
- Compulsory cultural awareness training for all employees.
- Featuring more First Nations employees in our communications materials.
- Funding a UTS scholarship for a First Nations student in Engineering and IT.
- Attracting First Nations talent by advertising with the Koori Mail.
- We have also completed our FY26 Apprentice Campaign. 109 applicants were First Nations (6%) – with two male and two female First Nations apprentices secured for our 2026 in-take.

Building a culture of inclusivity and belonging

With a workforce that reflects many lived experiences, we're focused on creating a workplace where all people feel they belong.

How people identified in our FY25 engagement survey

LGBTQI+	**2.6%**
Having a disability or being neurodiverse	**3.3%**
Culturally and linguistically diverse	**31%**
Having carer's responsibilities	**39%**

Inclusion is everyone's responsibility. But our employee-led networks lead the way, giving people a voice, building connection and helping to shape the culture we want.

Others recognise our efforts, with silver accreditation from the Australian Workplace Equity Index for 2024 and 2025, Family Inclusive Workplace certification and we are an endorsed employer with Work180.

Back to contents

In FY25, our employee-led networks delivered a range of initiatives aligned with our Diversity and Inclusion Strategy, helping to make inclusion part of our everyday culture.

Employee network	Executive sponsor	FY24 success
Diversity Council	CEO	Sponsorship of cultural celebrations: • Lunar New Year • Eid • Diwali
Rise Ally Network (LGBTQI+ inclusion)	EGM, Major Projects	• Sponsorship of Wagga Wagga Mardi Gras for the third year • Wear It Purple Day, featuring Transgrid employee panellists sharing their reflections on being parents of LGBTQI+ youth, attended online and in person by 300+ people • IDAHOBIT Day webinar with employee and executive stories on the power of community, attended by 100+ people • Focus group with LGBTQI+ women and gender diverse people on workplace experiences and inclusion • Offsite strategy session with 20+ allies seeking feedback to shape the future of the network's strategy
Energise Network (Gender equality)	EGM, Network	• International Women's Day event with guest speaker Sunita Gloster AM, attended in person and online by 500+ people, with leadership presence at each regional location • Networking events to encourage connection and growth of professional networks • Women in the field networking night for female apprentices and fieldworkers • Sustainable period packs for women working in the field and resource/support hub for women in the field • Mentoring for women pilot and second iteration

Ensuring equity in all we do

Equity means giving everyone the same chance to succeed at work. This includes removing barriers and leveling the playing field. An example is our parental leave policy, which in FY25 allowed men to make up 76% of those taking primary care leave.

We're also strengthening our culture so people feel comfortable speaking up against gender-based discrimination and harassment. In FY25, we updated our grievance procedure using a trauma-informed approach, with trained contact officers and grievance officers. We also launched a 'Speak Up Confidential Hotline', giving people a safe, external option to report concerns – anonymously if they choose.

Closing the gender pay gap

In FY25, we published our gender pay gap data for the second year, helping to raise awareness and improving understanding and accountability across the organisation. While we're tracking better than industry and national averages, we know there's more to do.

Pay equity is just one part of the story, but it's a powerful indicator of where we stand – and where we need to improve. Our analysis show two main drivers of our gender pay gap:

- Lower representation of women in historically male-dominated roles.
- Uneven spread of women across job levels.

We're tackling both by building a more diverse talent pipeline in male-dominated technical and trade roles through our apprenticeship and graduate programs.

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.

Median pay gap

	2022/2023		2023/2024	
Base salary	6.4% Transgrid	11.8% Industry	7.0% Transgrid	7.9% Industry
Total remuneration	16.1% Transgrid	21.6% Industry	15% Transgrid	17.6% Industry

Mean pay gap

	2022/2023	2023/2024	
Base salary	Not reported in this period	5.1% Transgrid	5.8% Industry
Total remuneration	Not reported in this period	10.6% Transgrid	14.5% Industry

Celebrating Cultural Diversity through Diwali at Transgrid

This year, our IT team, supported by volunteers across the business, hosted a vibrant Diwali celebration at Wallgrove, with more than 300 employees joining in. Backed by our Diversity Council, the joyous event featured traditional dance, performances and authentic cuisine.

The celebration began with Judith Powell, CIO, and Jennifer Hughes, EGM Delivery, lighting the diyas, symbolising gratitude, togetherness and renewal.

Diwali at Transgrid is one of the many ways we embrace multiculturalism and create space for everyone to connect and celebrate.

EmPOWERing Regional Women

In late 2024, 17 women from the Southern Tablelands completed the EmPOWERing Regional Women Program – a seven-week accredited training course designed to open doors. Participants, who ranged from school leavers to those with transferable skills, gained certifications in work, health and safety, traffic control, first aid and working safely at heights and in the vicinity of electrical equipment. They also received mentoring and networking opportunities, participated in a health and wellbeing program, and learnt about resume writing, interview techniques, teaming and cultural awareness.

The Program is supported by HumeLink East delivery partners, ACCIONA and GenusPlus, the Umbrella Collective and a grant from the NSW Government Women in Construction Industry Innovation Program.

Apprentice networking night: Connecting future female leaders

In late 2024, Energise, our employee-led network for gender equality, ran its third Future Female Leaders Networking night, bringing together female apprentices, field workers and leaders from across the business.

With women making up just 9% of apprentices in trades in the broader NSW labour market, events like this are important for breaking down barriers, building connections, showcasing role models and career pathways, and encouraging honest conversations.

This year's event welcomed 60 participants, including 18 apprentices, for an evening of storytelling and networking to encourage connection.

It's all about building visibility, support and belonging for women working in trades – strong connections can make all the difference for women's success in male-dominated spaces.

Celebrating Diwali at Wallgrove

Liana Hippisley-Eyles – Pre apprentice Program

Performance data

Key sustainability metrics

Priority Area 1: Safety

Key metrics	FY21	FY22	FY23	FY24	FY25
Total Recordable Injury Frequency Rate (TRIFR)	7.2	2.7	2.8	4.2	3.4
Major Potential Injury Frequency Rate (MPIFR)				0.3	0.2
On time reporting for high potential (Hi-PO) incidents (%)				96%	95%

Priority Area 2: Community and stakeholder relations

Key metrics	FY23	FY24	FY25
Total community engagement activities (Major Projects and Operations) (#)		15,897	26,440
Landowner complaints closed out within 10 business days (%)			95%
Community Partnerships Program funding awarded ($)	$451,059	$512,724	$564,234
Indigenous procurement (excluding Major Projects) ($)	$2.4m	$3.0m	$5.52m
Indigenous procurement (Major Project) ($)			$27.74m (PEC+HL)
Major Projects Indigenous headcount (FTE) in the workforce			129

Priority Area 3: Delivering a reliable and affordable transition to a clean energy future

Key metrics	FY23	FY24	FY25
Transgrid capital investments ($)		$1.53 billion[6]	$2.63 billion
Renewable energy generation added into the system (Lumea) (MW)		660	2,341
Lumea HV connection capex contracted in financial year ($m)		$555m	$365m
Network reliability	99.9995%	99.9996%	99.992%[7]
Maintenance Performance Index (%)	98%	84%	93%
Maturity Level Energy Charter Principle 2 – we will improve energy affordability for customers	Emerging	Emerging	Emerging

5 Capex values are presented on an accounting basis (including prior years) and have been restated to include capitalised interest
6 Internal standard set by Transgrid. If the Broken Hill loss of supply event is excluded, the network reliability becomes 99.9997%

Back to contents

Priority Area 4: Environment

Key metrics	FY21	FY22	FY23	FY24	FY25
Total Scope 1 and 2 GHG emissions (tC02-e)	1,222,288	1,336,425	1,538,183	1,490,146	1,385,682
Total Scope 3 GHG emissions (tC02-e)	170,137	161,836	NA	317,843	510,946
GreenPower energy for our offices and depots					100%
Targets set for procuring lower-emission services/goods (#)					2
Emissions intensity of Purchased Goods and Services and Capital Goods (tCO2-e/$)					200.94
Suppliers with net zero targets (%)					7%
Approved Biodiversity Stewardship agreements (ha)			6,598	4,517	11,700
Total waste disposed (tonnes)					17,298
Total waste diverted from landfill/incineration (tonnes)					10,132
Water Inflows (ML)					213

Priority Area 5: Building a sustainable business

Key metrics	FY22	FY23	FY24	FY25
Gender diversity (%)	23.7%	24.3%	24.2%	25.4%
Employee engagement (%)				64%
Average hours of training per workforce member				4 hours and 11 minutes
Development plans established (%)				41%
Employee wellbeing (%)				91%
New apprenticeships intake (#)				21
Transmission Operating Licence major or material breaches (including ISO compliance)	0	0	0	0
Reportable major environment breaches	0	0	0	0
Incidence of modern slavery investigated				1

Additional information on GHG emissions

Restatement of FY22-FY24 Total Scope 1, 2 and 3 GHG emissions

During a planned process review, inconsistencies in data from one interconnector in our primary data system was identified. This was corrected for FY25 data in preparation, however subsequently identified in prior year data. Accordingly, FY22, FY23 and FY24 GHG emissions have been restated.

Accuracy Limitation – Transmission System Losses

Reported transmission system losses are based on available metering data and estimates from other sources. These figures may be subject to uncertainty due to factors such as variations in network conditions and metering accuracy. Actual losses may differ from reported values, and the data should be interpreted as indicative rather than exact.

7 WGEA reporting period from April 2023 – March 2024

Back to contents

Key financial metrics

Key metrics	FY25 ($m)
Prescribed revenue	1,157.5
Non-prescribed revenue	201.0
Total revenue	**1,358.5**
Underlying EBITDA	**975.8**
Net profit	**293.5**
Network capex	400.2
Major Projects	2,222.5
Non-prescribed capex	376.9
Total capex	**2,999.6**
Total assets	17,069.2
Net assets	7,617.4
Regulated asset base	12,779.7

Hannah Girvin – Pre apprentice Program

Back to contents

Metric definitions

Priority Area 1: Safety	Definition
Total Recordable Injury Frequency Rate (TRIFR)	Total Recordable Injuries (TRI) x 1,000,000 / Hours worked by the work unit (Transgrid and Delivery Partners) Total Recordable Injuries defined as 'Lost Time Injury' or 'Medical Treatment Injury'
Major Potential Injury Frequency Rate (MPIFR)	TRI with a Major or Catastrophic potential consequence x 1,000,000 / Hours worked by the work unit (TG and DP)
On time reporting for high potential (Hi-Po) incidents (%)	Incident creation date < 12 hours of incident occurrence / Total number of Hi-Po incidents within the same time period. Hi-Po incidents defined as those flagged as 'significant incident' within the safety system.
Priority Area 2: Community and stakeholder relations | Definition	
Landowner complaints closed out within 10 business days (%)	Percentage of total landowner complaints closed with 10 business days of being received OR if resolution of a complaint within 10 business is not possible, we have raised a commitment to the landowner about how we will investigate and resolve.
Community partnership program funding ($)	Total amount ($) in grants provided to not-for-profit community organisations this financial year through standard program rounds.
Indigenous procurement (excluding Major Projects) ($)	The dollar value spent by the Transgrid Group (excluding Major Project spend) on goods/services procured from First Nations businesses during the fiscal year.
Indigenous procurement (Major Project) ($)	The dollar value spent by the Transgrid Group Major Projects (HumeLink and Project EnergyConnect) on goods/services procured from First Nations businesses during the fiscal year.
Major Projects Indigenous headcount (FTE) in the workforce	Total FTE of indigenous employees working on Energy Connect and HumeLink at the close of the reporting period.

Priority Area 3: Building a reliable and affordable transition to a clean energy future | Definition	
Transgrid capital investments ($)	Total dollar value spent on fixed assets by the Transgrid Group.
Renewable energy generation added into the system (Lumea) (MW)	Sum of MW of renewable energy generation available through the delivery of Lumea's connection projects in the reporting period.
Lumea HV connection capex contracted in financial year [$m]	Total dollar value contracted for high voltage connections by Lumea in the financial year.
Network reliability (%)	Energy delivered divided by the sum of energy delivered and unsupplied energy.
Maintenance Performance Index (%)	Preventative and reactive maintenance activities completed within the specified required completion window.
Maturity level – Energy Charter Principle 2 We will improve energy affordability for customers	Self-assessment against Energy Charter Maturity Model

Back to contents

Priority Area 4: Environment	Definition
Total Scope 1 and 2 GHG emissions (tonnes)	Total Scope 1 and 2 Greenhouse Gas emissions for the reporting period. Emissions calculated using the prescribed methodologies under the National Greenhouse and Energy Reporting Regulations.
Total Scope 3 GHG emissions (tonnes)	Total Scope 3 greenhouse gas emissions across material categories (Categories 1:7). methodology consistent with the GHG Accounting Protocol.
GreenPower energy for our offices and depots (by 2025)	Percentage of total energy consumption in offices and depots that is covered by GreenPower purchasing agreements.
Targets set for procuring lower-emission services/goods (#)	Number of supplier or category specific targets set that reduce emissions.
Emissions intensity of Purchased Goods and Services and Capital Goods	The sum of scope 3 emissions associated with Purchased Goods & Services and Capital Goods divided by the total expenditure on these categories within the reporting period.
Suppliers with net zero targets (% of spend)	Percentage of annual expenditure with suppliers with published Science-Based Target Initiative aligned net zero targets
Approved Biodiversity Stewardship agreements (ha)	Total hectares (ha) of Biodiversity Stewardship agreements technically registered in the financial year.
Total waste disposed	The total value of waste disposed to landfill
Total waste diverted from landfill/incineration	Total waste diverted from landfill or incineration
Water Inflows (ML)	Total water consumption at the organisation's offices and depots

Priority Area 5: Building a sustainable business | Definition	
Gender Diversity (%)	Includes weighted average performance across three (3) D&I metrics: % women in Transgrid, % women in leadership, % women in trades and operations.
Transgrid gender pay gap – median total remuneration	Following WGEA methodology, the percentage difference between the median (middle of the data set) total remuneration (inclusive of all elements of remuneration) of male and female employees within the organisation.
Transgrid gender pay gap – median base pay	Following WGEA methodology, the percentage difference between the median (middle of the data set) base salary only of male and female employees within the organisation.
Transgrid gender pay gap – mean total remuneration	Following WGEA methodology, the percentage difference between the mean (average) total remuneration (inclusive of all elements of remuneration) of male and female employees within the organisation.
Transgrid gender pay gap – mean base pay	Following WGEA methodology, the percentage difference between the mean (average) base salary only of male and female employees within the organisation.
Employee engagement (%)	Results of the Annual Employee Engagement Survey which measures favourable, neutral and unfavourable ratings to questions that assess different aspects of their work experience.
Average hours of training per workforce member	The total number of hours for corporate compliance training completed in HR systems divided by the total number of employees within the organisation.
Development plans established (%)	Percentage of employees with development plan objectives in the HR system.
Employee wellbeing (%)	Favourable responses across four mental health and wellbeing questions within the annual employee engagement survey.
New apprenticeships intake (#)	Number of apprentices hired in the specified period.
Transmission Operating Licence major or material breaches (incl. ISO compliance)	Total number of breaches to the organisation's Transmission operating licence considered major or material.
Reportable Major environmental breaches	Total number of major environmental incidents (where material harm to the physical environment has occurred) that were required to be reported to regulatory body.
Incidence of modern slavery investigated	Total number of alleged modern slavery cases investigated.

Contact details

For all enquiries and making written submissions,
email sustainability@transgrid.com.au