

SGSPAA GROUP
Pay Gap Report

2023-2024 WGEA EMPLOYER STATEMENT



A message from our Managing Director

Our ambition is to enable our Group to be a great place to belong, and to create a workplace where our people feel safe, secure, and empowered to be their authentic selves.

In 2020 we released our Diversity, Inclusion and Belonging Roadmap, which takes a holistic view of diversity across the Group. We have since made significant inroads in this space, all while gaining a better understanding of our strengths and areas for improvement to ensure we create a workplace where everyone can truly belong.

While our Roadmap take a holistic view of diversity, this WGEA Employer Statement provides a snapshot of our progress towards achieving gender equality and pay equity across our Group for the 2023-24 reporting period.

This period, we are able to report a decrease in our Gender Pay Gap (GPG) of 1.1 per cent – moving from 19.4 per cent in 2023 to 18.3 per cent in 2024. Notably, our GPG has decreased by 5.9 per cent from 2022 – the year we first started reporting.

At the same time, we have a gender pay equity gap of between 1 to 2 per cent for work of equal or comparable value – meaning that people who work in like-for-like roles across our Group have the pay equity they deserve – our goal is for this to be 0%.

To continue to decrease our GPG, we know we must focus on two key areas – greater representation of genders across all roles and levels, and continuing to build on making our Group a place where everyone feels a sense of belonging.

To achieve this ambition, we have refreshed our Diversity, Inclusion and Belonging roadmap which outlines how we're striving to attract and retain a diverse and inclusive workforce.

Our 2023-2024 WGEA Employer Statement reports that at our Group, women represent 21 per cent of our workforce. Across our Jemena business 41 per cent are women, and across our Zinfra business 13 per cent are women.

Addressing the gender pay gap is no small feat, nor is it one which can be overcome quickly given our sector has been traditionally populated by men. We know the best way for us to continue to reduce the gender pay gap is to increase the representation of women in technical field, trade and engineering roles, and increase the representation of women in higher-banded positions. I want to acknowledge the efforts of our entire team in driving broader cultural change to increase opportunities not just for women, but for everyone, in our Group and across our sector.

As we look to the future, our focus will help us continue to tackle these important issues, while simultaneously making our workplace one which celebrates diversity and empowers our people to be their authentic selves.

I hope you enjoy our **2023-24 WGEA Employer Statement**.



David Gillespie

Managing Director
SGSPAA



2024 highlights

Increased the proportion of women recruited across all levels (**22% to 28%**)

Increased the proportion of women in General Manager roles from **31% to 44%**

Increased the proportion of women graduates in the business from **32% to 55%**

Increased the proportion of women apprentices from **13% to 15%** with 3 of our depots welcoming women apprentices for the first time

Reduced the gender pay gap among the senior leader community from **55% to 29%** and increased the number of women in these roles by **10%** driven by intentional talent management

Increased a sense of belonging for our people (**80%** told us they can be their authentic self at work)

Increased the number of women in office-based roles by a further **2% to 35%**

2024 actions

Launched our Employee Value Proposition internally ensuring a strong diversity focus

Focused on building a psychological safe workplace through dedicated Respectful Workplace Training and improved transparency around the reporting of cases

Completed risk assessments to reduce the number of psychosocial risks (**and to hear the needs/voice of our people**)

Explored the opportunities and barriers to recruiting an all-woman crew

Facilitated a Gender Pay Equity review as part of annual remuneration review

Created a 'diversity comparison dashboard' to provide real time information on salaries for similar roles allowing our HR team and hiring managers to have meaningful data driven salary conversations

Our DIB journey to building a safe and inclusive workplace

The Group has focused on growing and improving DIB through analysis, targeted goals and activities

SGSPAA Group Diversity, Inclusion and Belonging goals and achievements 2021 – 2025



What our people are saying

In 2024 **82%** of our people completed our annual People Survey. Through the survey they told us that overall, our efforts are making a difference.

74%
Engagement

86%
of respondents feel comfortable sharing when they make mistakes

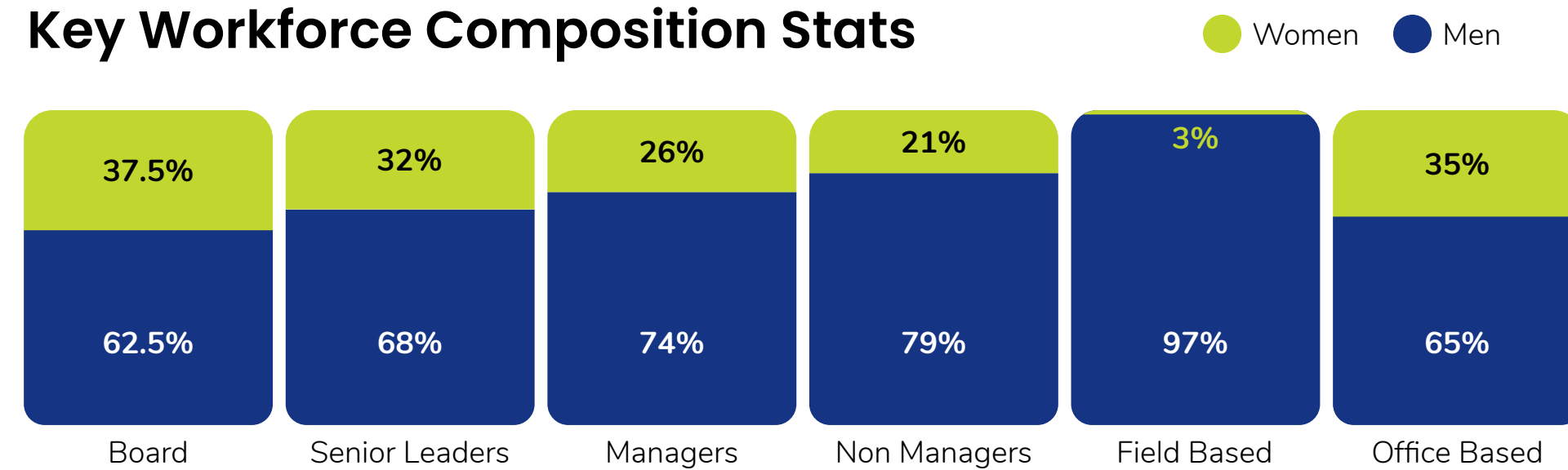
86%
of respondents feel confident and empowered to intervene as a bystander if they witness inappropriate behaviour

80%
of respondents said they can be their authentic self at work

Our workforce makeup

With an average total remuneration pay gap of 18.3% we are continuing to focus on the areas of greatest impact – increasing women in leadership and more senior roles and increasing women across our field workforce which have been traditionally male dominated roles.

Key Workforce Composition Stats



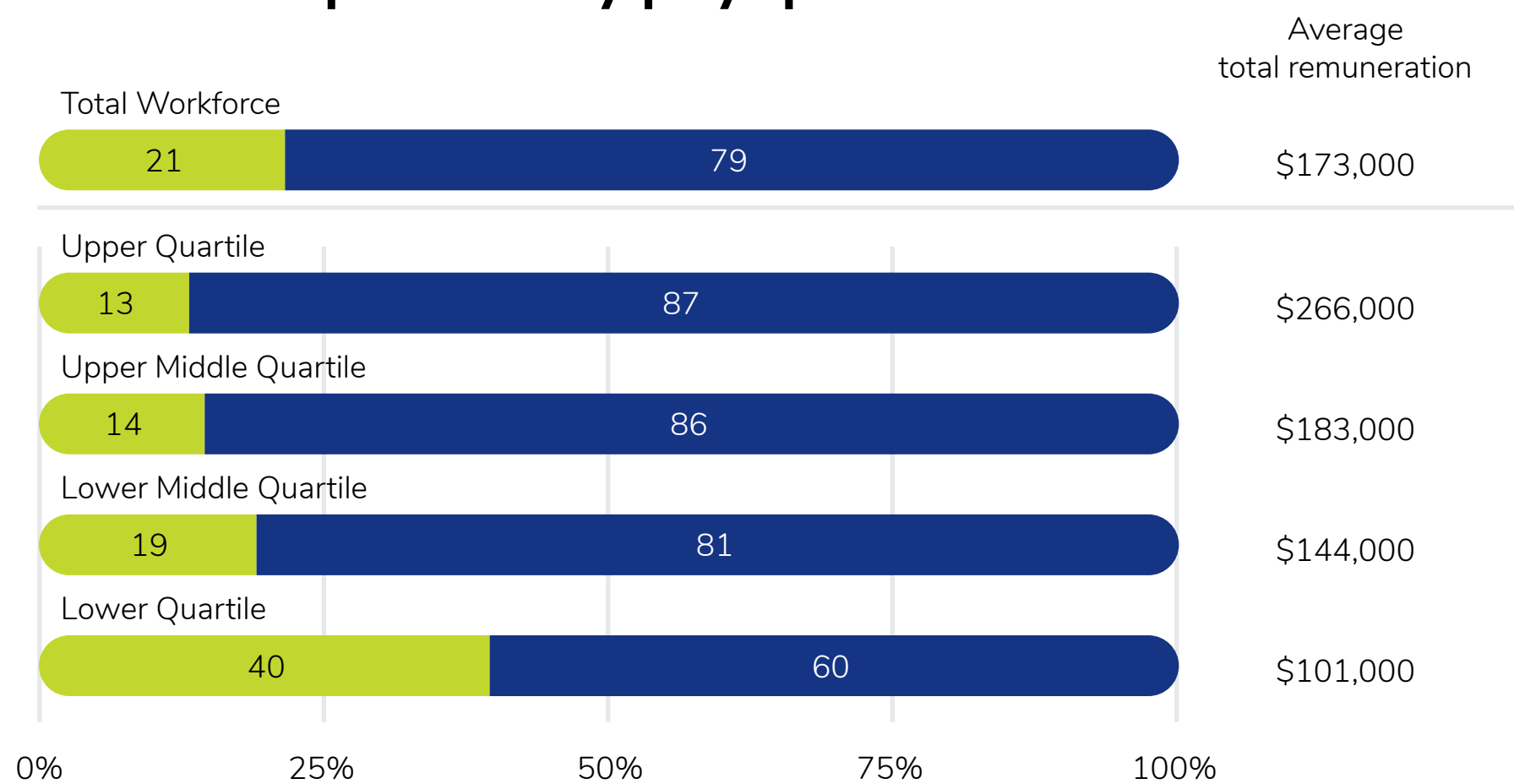
Gender pay gap drivers

1. High distribution of men in technical field, trade and engineering roles

2. Variable pay with allowances for EBA employees, overtime for positions largely populated by men

3. High distribution of women in less senior positions which results in lower average pay for women

Gender composition by pay quartile



* Note: the average total remuneration is rounded to the nearest \$1,000.

The gap continues to reduce

We know that we must take a holistic approach to continuing to reduce the gender pay gap and driving sustainable change.

In 2024 we:

- Reduced our average total remuneration pay gap from 19.4% to 18.3% (against an industry average of 17.1%).
- Maintained a gender pay equity gap of between 1 to 2 per cent for work of equal or comparable value – meaning that people who work in like-for-like roles across our Group have the pay equity they deserve – our goal is for this to be 0%.
- Increased the proportion of women recruited from 22% to 28%
- Increased the proportion of women in general manager roles from 31% to 44%
- Increased the number of women in office-based roles by a further 2% to 35%
- Increased the proportion of women graduates in the business from 32% to 55%
- Increased the proportion of women apprentices from 13% to 15%
- Saw a 50% increase in men taking primary parental leave, and an increase of 7% of men taking secondary carers leave
- Made significant progress in ensuring interview panels are gender balanced
- Refreshed our Family Friendly work processes to ensure they are best practice
- Launched an enterprise-wide program - Creating a Respectful Workplace as we look to build a more inclusive and respectful workplace across the Group

Case Study

Developing the next generation of women leaders – Martha Kares

Development opportunities have helped Jemena Networks engineer Martha Kares on the path to her new leadership role.

Martha began her career with the Group as a graduate in 2009. “In the graduate program, I rotated into different areas every six months over two-year period. I ended up in within Jemena Networks Asset Management, a role I stayed in for around nine years before moving into the Distribution area as a Senior Asset Performance Engineer. I went from looking after communications devices in zone substations and in the field, to looking after poles, wires and pole top devices in Distribution – a big change!” she said.

Martha said that during her time in the Distribution team and with the help of her Team Leader, she attended leadership courses, seminars and workshops to gain an insight into the path she wanted for her career.

“I was also given opportunities to publicly present my technical work, mentor interns

and graduates and was also mentored by a senior leader at our Group myself,” she said.

“Martha was encouraged to take a sideways move to broaden her experience in anticipation of future opportunities. It’s wonderful to now see her commence a leadership role as part of her journey with our Group,” Jemena’s General Manager of Assets & Operations – Electricity, Karl Edwards said.

“Ensuring we have diverse representation at the table is important to our overall success as a business, and one way we can ensure we achieve this representation is by providing development opportunities for our people who are in the early and mid-stages of their careers,” HR Manager Jen Morganella said.

“It’s an area I am passionate about, and I’m ready to take on a different role. I care about people and look forward to fostering trusting and personal relationships where I can provide a meaningful and influential contribution.

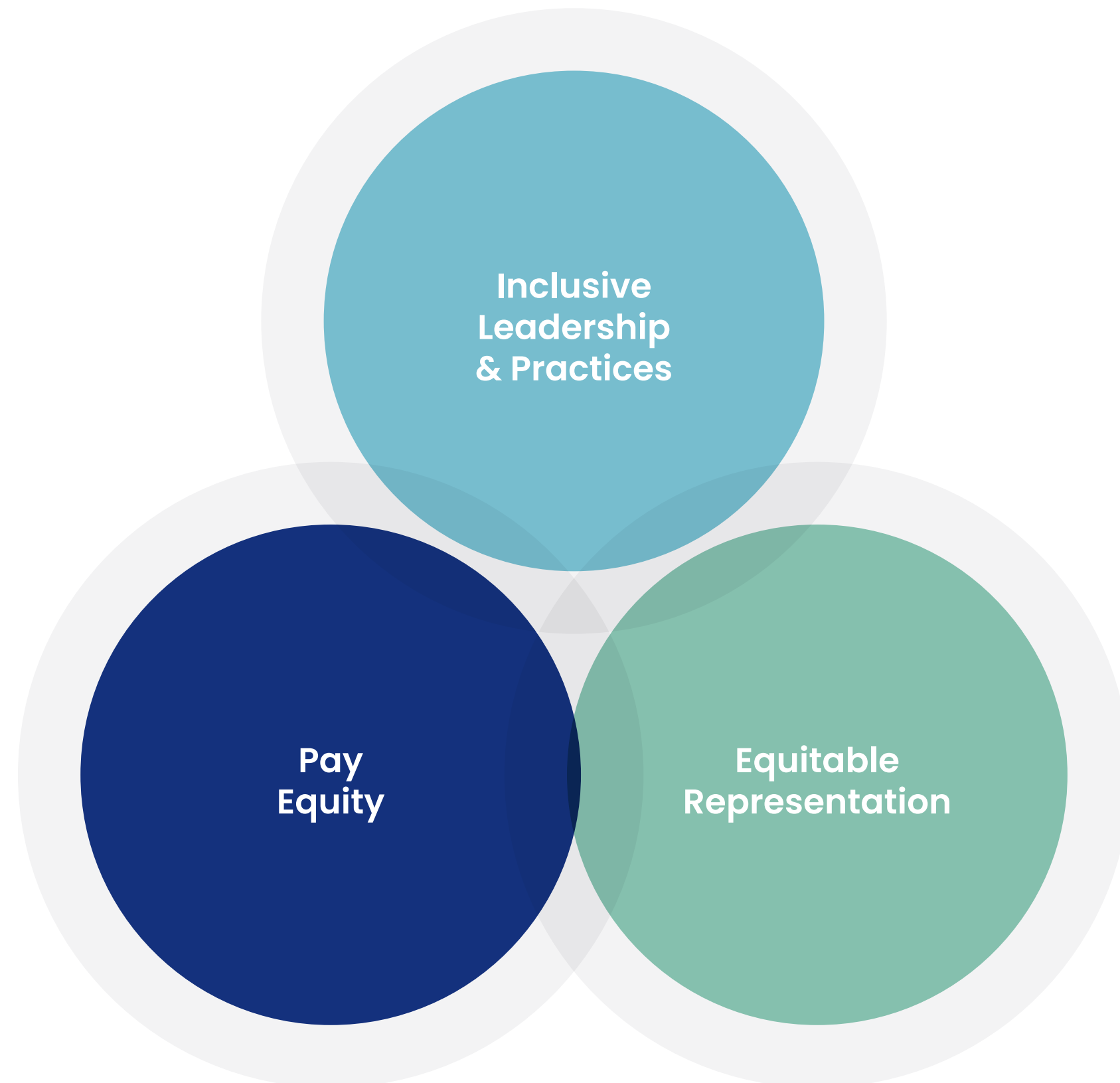


Martha Kares
Secondary Team Leader
Network Assets Secondary

Our next steps to improve

In 2020, a Framework composing of 12 building blocks was adopted to provide overall direction and focus to our efforts to improve Diversity, Inclusion and Belonging and has been used annually to set our goals. Using this framework we have multiple mechanisms in place to ensure we remain accountable and on track towards our diversity and inclusion targets. We believe that increasing the diversity of our workforce through gender targets and inclusive leadership will drive cultural and behavioural change and gender pay equity cannot be achieved in isolation.

Our areas of focus for 2025 continue to be underpinned by three core commitments:



Our areas of focus

- Actively manage our gender pay gap and pay equity position with targeted interventions
- Monitor and manage our internal biases
- Continue to increase our maturity through our Diversity, Inclusion and Belonging Strategic Roadmap
- Focus on ensuring our organisation is free from psychological risk for all, especially women through embedding our Respect at Work program activities and conducting physical and psychological risk assessments
- Ongoing participation in the Champions of Change Network and Clean Energy Council Australia
- Partnerships to promote the participation of women in the workforce including Work 180, Diversity Council of Australia and Family Friendly Workplaces
- Tertiary sponsorship and scholarships with Universities
- Reducing occupational segregation by attracting, retaining and advancing women in field roles through our apprentice and graduate recruitment
- Integrating a gender lens into our talent processes

