



# SGSPAA GROUP PAY GAP REPORT

2024-2025 WGEA EMPLOYER STATEMENT



## A MESSAGE FROM OUR MANAGING DIRECTOR

Our organisation remains committed to a safe, inclusive workplace where everyone belongs. Guided by our Diversity, Inclusion and Belonging (DIB) commitments, we continue to take practical actions that improve representation, support equity, and strengthen respect. Our 2024/2025 WGEA Employer Statement reflects both our progress and the areas where we will keep focusing.

This year, we embedded respect and inclusion into everyday practice, with most employees completing training. Our efforts to build a gender-balanced leadership pipeline delivered strong results with women representing almost 40% of senior leaders, and the gender pay gap within this group reducing. Inclusive practices also strengthened our talent pipeline, increasing women applicants for key programs and lifting the proportion of women apprentices and graduates. Women accounted for around one-third of promotions into manager roles.

To continue improving, we evolved our DIB Council to amplify employee voices and ensure lived experience shapes our priorities. I also launched a workplace listening program, meeting with our people across our depots to understand the opportunities and barriers they face. These insights informed the launch of two new women's employee networks, adding to our four existing networks that support diverse cohorts across the business.

Our commitment to inclusion extends beyond gender. We delivered more than 40 actions under our Innovate Reconciliation Action Plan, reinforcing

our dedication to reconciliation, cultural awareness, and community support. Together with our gender equity initiatives, these actions support our goal of creating a workplace where all people feel safe, valued, and supported to succeed.

I am disappointed that our total remuneration gender pay gap increased by 4.8%, largely due to allowances, overtime, and travel in field-based roles predominantly held by men. Importantly, our gender pay equity remains strong at below two percent, confirming that employees in comparable roles performing equal work are paid fairly.

Looking ahead, we will continue to actively manage our gender pay gap by embedding inclusive practices, attracting diverse talent, and creating pathways for women into traditionally male-dominated field roles through targeted recruitment and external partnerships. This focus is essential to building a more balanced workforce.

Our people drive our success, and we remain committed to continuing the progress we've made while staying open to listening and learning. Equity and inclusion are shared responsibilities, and they will continue to be key priorities for our organisation.



**David Gillespie**  
Managing Director



## HIGHLIGHTS AND IMPACT

### 2024/2025 Highlights

- ✓ Women Apprentices up 2% (from 15% to 17%).
- ✓ Women Graduates up 13% (from 55% to 68%).
- ✓ Senior leader gender representation up 2% to 38%.
- ✓ Senior leader pay gap reduced from 26% to 23%.
- ✓ Women in Office Roles up 1% from 35% to 36%.
- ✓ 33% of promotions to manager positions were women.

### Our 2024 /2025 highlights were driven by:

Fostering an Inclusive and Safe Workplace

By weaving diversity and inclusion into the core of our employee experience

Investing in Our People

Empowering career growth through tailored development and support

Listening to Drive Change

Employee voices guide our actions through MD-led sessions, networks, and DIB Council leadership

Advancing Reconciliation

By building strong relationships, embedding cultural awareness, and partnering with communities

## OUR DIVERSITY, INCLUSION AND BELONGING JOURNEY

Our Diversity, Inclusion and Belonging journey began in 2019 with a commitment to creating a safe, respectful and inclusive workplace that truly reflects the communities and customers we serve. Since the introduction of our Diversity, Inclusion and Belonging commitments we have had a 17 percent increase in employee engagement across the organisation.

Looking ahead, we will continue to advance flexibility and equity, embed wellbeing and inclusion, and strengthen community partnering through our reconciliation action plan.



### WHAT OUR PEOPLE SAY:

In 2025, 88% of our people shared their voice through the annual People Survey. Their feedback tells us that our continued focus on Diversity, Inclusion & Belonging is making a real impact. Team members highlighted that the actions we've taken are creating a more inclusive environment, one where people feel respected, valued, and supported. This reinforces that our efforts aren't just initiatives; they're shaping experiences and strengthening the culture our people want to be part of.

**77%**  
engagement

**81%**  
said they can be their authentic self at work

**87%**  
said that leaders show leadership in creating a respectful workplace

**85%**  
said they feel safe and confident to speak up and raise issues

## HEAR FROM OUR PEOPLE

### SARAH PORTLEY

Belonging and career growth through inclusion

When Sarah joined Jemena seven years ago, she never imagined the role diversity and inclusion would play in shaping her career and sense of belonging. Today, as a FinOps Analyst in the Cloud Engineering team, she optimises cloud server spend and drives efficiency across the business. Her journey has been marked by technical growth and personal milestones, most notably, Jemena becoming the first workplace where she felt comfortable being her authentic self.



**SARAH PORTLEY**  
Cloud FinOps Analyst

*“For me, belonging means knowing my voice matters and that I can show up as myself,” she explained. “I’ve never felt simply tolerated here – I’ve always felt accepted and celebrated.”*

That confidence has empowered her to lead beyond her role, including chairing Jemena’s Allyra (LGBTQIA+) employee network group and contributing to the organisation’s Diversity, Inclusion and Belonging (DIB) Council.

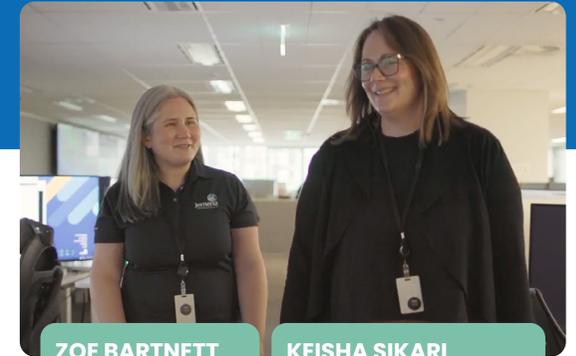
Flexible work has been a game changer in her career. Living with a chronic illness, hybrid arrangements allowed her to stay engaged and deliver on major projects, including Jemena’s cloud migration program, a pivotal experience that built her technical confidence and paved the way for her current role. Her proudest moment? Seeing senior leaders actively listen and act on feedback from employee networks.

“Being part of the DIB Council showed me inclusion isn’t just a statement, it’s a priority. Initiatives like Universal Reproductive Health Leave came directly from those conversations.”

Her story reflects Jemena’s commitment to creating a workplace where everyone can thrive through inclusive policies, flexible work, and a culture that celebrates authenticity.

### ZOE BARNETT AND KEISHA SIKARI

Flexibility and career growth



**ZOE BARNETT**  
System Engineer

**KEISHA SIKARI**  
Operations Specialist

At our Group, we believe that meaningful work and flexibility can go hand in hand. In our Gas Markets control room, two women have found professional progression and work-life balance while building rewarding careers.

The control room is the heartbeat of Jemena’s gas operations – a dynamic environment where decisions matter. For System Engineer Zoe Barnett who transitioned from upstream field engineering, the move was a strategic step.

“The role in the control room was a good fit and aligned with where I wanted to go with my career. What makes my work meaningful is knowing I have a direct impact on keeping energy flowing safely and reliably,” she said.

In our control room, structured shift rosters provide unique lifestyle benefits, such as six days off in a row, and for many parents, this flexibility is invaluable.

Operations Specialist – Alarm Management, Keisha Sikari, joined the Gas Markets team and discovered a role that offered both challenge and growth, as well as flexibility that works.

Keisha said she was supported through two maternity leave periods and experienced smooth transitions back to work.

“Jemena has provided a lot of training both internally and externally, and recently, after returning from maternity leave, Jemena has supported me into a secondment role, which has given me the flexibility I currently require with two young children,” she said.

## WE HAVE A PAY GAP AND WE KNOW WHY

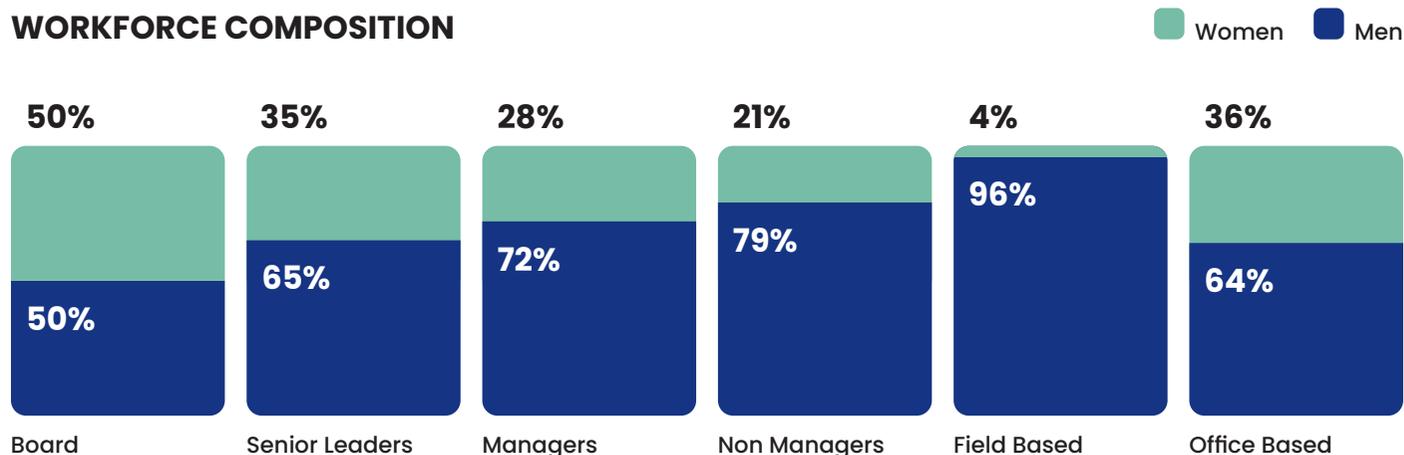
Over the past 12 months, our annual total remuneration gender pay gap has increased by 4.8 percent to 23.1 percent. This increase has predominantly been driven by additional allowances, overtime, and travel by our field workforce to restore network assets following significant weather events. Whilst our gender pay gap for field remains a focus area, the gender pay gap for non-field roles continues to narrow, with a 1.1% reduction (down to 15.9%) and improvements across multiple corporate teams.

Closing the gap remains a priority as we work to attract, recruit, develop, and retain women across our organisation. To drive sustainable change, we're focusing on areas of greatest influence - boosting women's representation in our field workforce and creating clear pathways for progression. By embedding equity across our employee life cycle, we're building a workplace where everyone can belong and succeed. Closing the gap isn't just a goal - it's our responsibility.

## WHAT DRIVES OUR PAY GAP

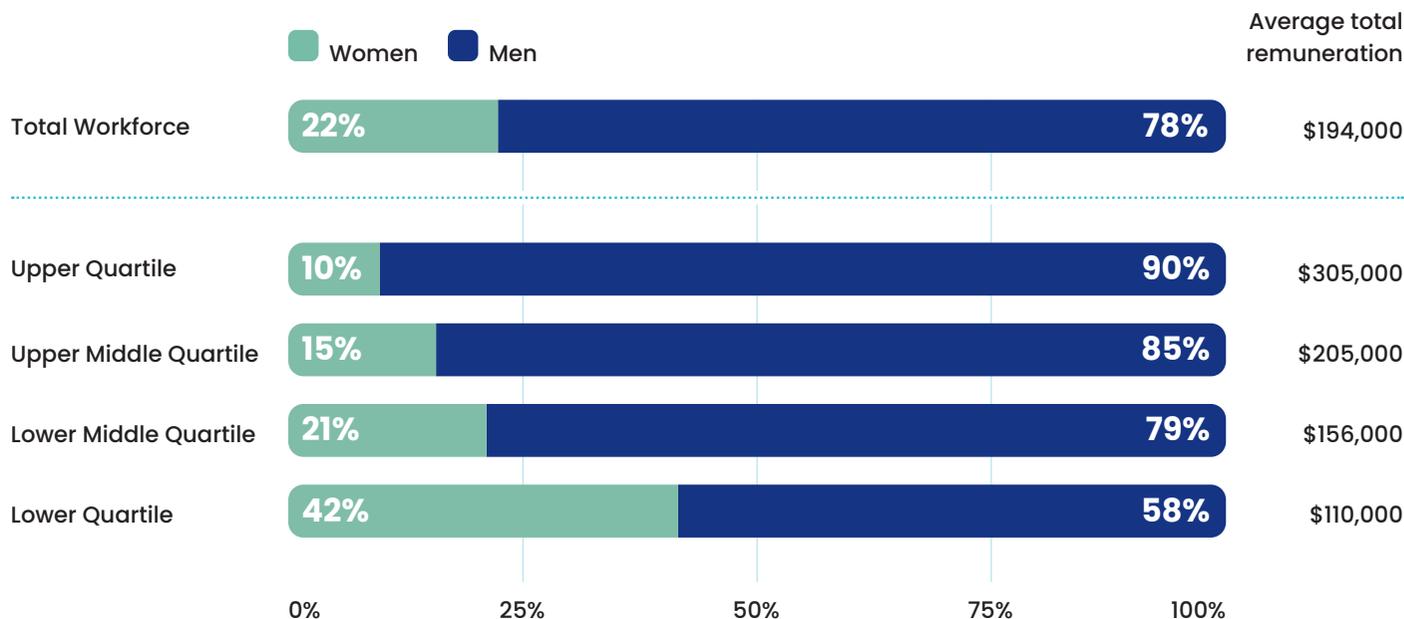
- 1 Variable pay with allowances for EBA employees, overtime for positions largely populated by men
- 2 High distribution of men in technical field, trade and engineering roles
- 3 High distribution of women in less senior positions which results in lower average pay for women

## WORKFORCE COMPOSITION



## COMPOSITION BY PAY QUARTILE

The chart below divides the total remuneration full-time equivalent pay of employees in our corporate group into four equal quartiles. A disproportionate concentration of men in the upper quartiles and/or of women in the lower quartiles can drive a positive gender pay gap.



## OUR ACTIONS:

A focus on embedding inclusion throughout our employee lifecycle has delivered meaningful impact in the following areas:

- 33% of promotions to manager positions were women.
- Inclusive parental leave has driven a 49% increase in men taking primary carer leave, and all women who took parental leave returned to work.
- 71% (2,526) employees have completed Creating a Respectful Workplace training, helping build the safe and respectful environment needed to support greater representation of women.
- The DIB Council's supportive environment for sharing experiences is driving psychological safety and ensuring employee perspectives and experiences shape meaningful action at the Executive level.
- Strategic partnerships amplified our outcomes:
  - With Engineers Australia, addressing industry skills shortages while boosting female participation.
  - With Empowered Women in Trades, sponsoring their Gala Awards to champion diversity in trades.
  - Through Rise and Build, shaping safer pathways for women in traditionally male-dominated industries.
  - And with Fitted for Work, supporting women and gender-diverse jobseekers to thrive.
  - Champion of change coalition, working with industry peers to advance workplace gender equality.

These actions reinforce our belief that closing the gap is more than a goal—it's our responsibility. By embedding equity into our practices, we're creating a workplace where everyone can belong and succeed.

## OUR AREAS OF FOCUS

Over the past few years, we've focused on getting the fundamentals right, building a strong foundation for diversity, inclusion, and belonging. Now, we're ready to take the next step by evolving to a whole-of-employee experience approach. This means embedding inclusion across our employee lifecycle and identifying opportunities to create equitable experiences for all our people, including those from underrepresented groups. Our goal is to move beyond representation to an intersectional approach that ensures everyone feels valued, engaged, and supported to thrive. One of the most significant challenges for us is our field force, which is currently 96% men. While increasing representation in this area continues to be a priority, progress is naturally slower as we work to attract a more diverse talent pool and shift long-standing industry norms.

We know the challenges and opportunities ahead, and we recognise that meaningful change takes time. While some shifts will happen faster than others, we're confident in our direction and committed to building on the progress we've made. Our focus now is on three priority areas that will help us create lasting impact.

