

# Gender pay gap context statement

## From our CEO

Our ongoing business success is dependent on the way in which we work with our stakeholders, and on the value we create for them. To achieve this, we need talented people who understand our key stakeholders and who bring fresh and creative thinking so that we continue to improve the value we create.

Gender diversity and an inclusive workplace where everyone feels safe, respected and valued are important aspects of this.

By creating a safe and inclusive environment and the removal of barriers and bias to enable merit to prevail, we believe we will be best positioned to create long term value for our customers, communities, investors and other stakeholders.

**Michelle Jablko**  
Chief Executive Officer

## Gender pay gap reporting in Australia

The Workplace Gender Equality Agency (WGEA) is a government body that monitors and advocates for gender equality<sup>1</sup> in Australian workplaces. WGEA collects and reports on relevant employers' (any Australian employer with 100 or more employees) performance on multiple gender-related measures. WGEA began reporting on gender pay gap performance last year and has expanded this reporting further for this year.

### What is the gender pay gap?

The gender pay gap, as published by WGEA, measures the difference between the average (or median)<sup>2</sup> earnings for men and women, expressed as a percentage of men's average or median earnings. Gaps are measured across organisations, industries and Australia's overall workforce.<sup>3</sup>

The gender pay gap is different to 'equal pay' – women and men getting paid the same amount for performing the same role or for performing different duties that are of equal or comparable value. An employer that achieves equal pay can still have a gender pay gap.

Multiple social, economic and organisational factors can contribute to gender pay gaps. A significant contributor is the proportion of women and men across different industries, roles and management levels – for example, more men occupying higher-paying roles and more women occupying lower-paying roles.

See [WGEA's gender pay gap page for more information](#)

1. Within this statement, we refer to 'gender equality' when discussing equal outcomes for people of all genders, and 'gender equity' in reference to the process to achieve gender equality

2. The median is the midpoint of the dataset where half of salaries are higher and half are lower, expressed as the percentage difference between women's and men's earnings

3. WGEA: What is the Gender Pay Gap?



## Understanding Transurban's gender pay gap

Our gender pay gap performance for 2023–24 (data as at 31 March 2024) is shown in Table 1.

The average total remuneration gaps for Transurban Group<sup>4</sup> (9.1%) and Transurban Limited<sup>5</sup> (7.9%) are below the national figures and below or on par with our industry. Average base salary gaps for Transurban Group (8.9%) and Transurban Limited (7.8%) are also below the national figures and below or on par with our industry.

Median total remuneration gaps for Transurban Group (13.2%) and Transurban Limited (12.3%) and median base salary gaps for Transurban Group (12.1%) and Transurban Limited (10.5%) are below national figures but above industry figures.

### Closing our gender pay gaps

At Transurban and across our wider industry, the biggest driver of gender pay gaps is workforce gender mix across levels and types of work. Many infrastructure-industry roles are within fields where women have been historically underrepresented, including engineering, construction, technology and finance.

We recognise that closing the gender pay gap requires ongoing, committed effort to increase the representation of women at all levels, and in all roles. With a direct workforce of around 1,900 employees,<sup>7</sup> changes across a very small number of roles can impact our gender balance and pay gap. We take a

**Table 1: Gender pay gaps 2023–24: Transurban and benchmarks**

2023–24	Transurban Group	Transurban Limited	Australia	Transport, postal and warehousing industry
Average total remuneration	9.1%	7.9%	21.8%	13.6%
Median total remuneration	13.2%	12.3%	18.3%	11.9%
Average base salary	8.9%	7.8%	16.7%	8.8%
Median base salary <sup>6</sup>	12.1%	10.5%	13.6%	5.5%

strategic approach to drive sustainable gender diversity improvements and to reduce the gap over time. See page 3 for more information on our approach.

Although our 2023 and 2024 metrics are relatively static, we are making progress – both our average and median gender pay gaps have reduced over time (see charts below).

Transurban Group's average gender pay gap for total remuneration has reduced from 15.3% (2020) to 9.1% (2024). For Transurban Limited, this same measure has reduced from 13.1% (2020) to 7.9% (2024).

Transurban Group's median gender pay gap for total remuneration has reduced from 13.9% (2020) to 13.2% (2024) and Transurban Limited's from 13.6% (2020) to 12.3% (2024).

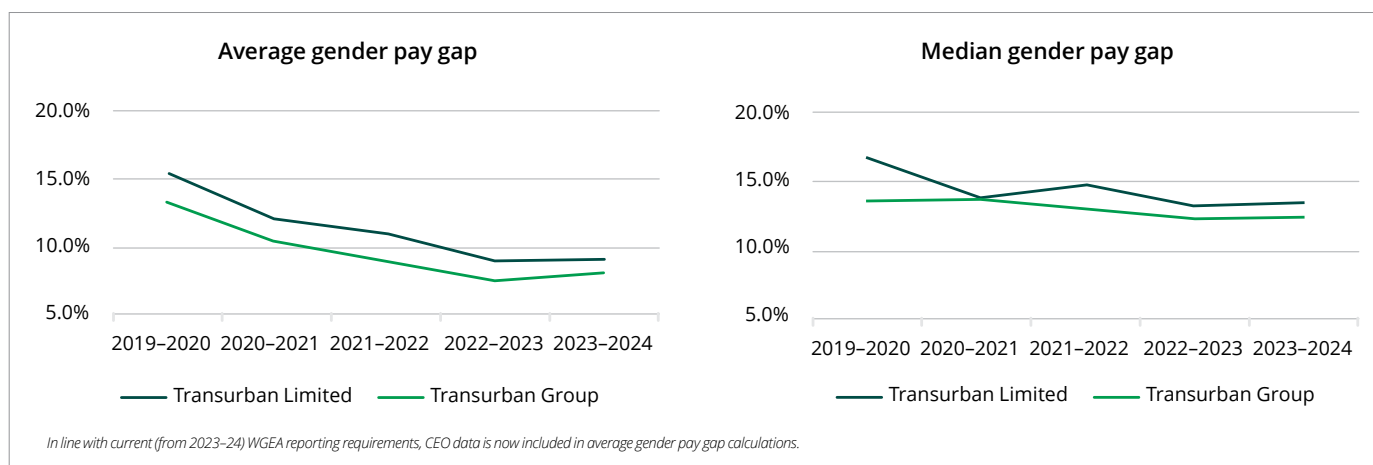
### Pay quartiles<sup>8</sup>

Pay quartile data published by WGEA reflects the full-time equivalent total remuneration of all employees, divided into four equal quartiles. The upper quartile is the highest-paid band, the lowest quartile is the lowest-paid band.

The proportion of women and men at Transurban in each quartile is shown in Table 2 (see page 3).

As shown, Transurban has gender balance within our total workforce, upper middle and lower middle pay quartiles.

Across all pay quartiles and the total workforce, the representation of women at Transurban is higher compared to our industry.



<sup>4</sup> Transurban Group includes all employees based in Australia, employed by Transurban entities, including Transurban Limited and Queensland Motorways Management

<sup>5</sup> Transurban Limited includes employees based in Australia, not including employees of Queensland Motorways Management

<sup>6</sup> Total remuneration includes base salary, superannuation, allowances, incentive payments and vested equity

<sup>7</sup> Within our Australian employer entities as of 31 March 24

<sup>8</sup> Pay quartile data reflects the full-time equivalent total remuneration of all employees divided into four equal quartiles

Table 2: Representation of women by pay quartile, Transurban and benchmarks

Quartile	Transurban Group	Transurban Limited	Australia	Transport, postal and warehousing industry
Upper	38%	38%	35%	16%
Upper middle	40%	40%	53%	23%
Lower middle	40%	40%	58%	30%
Lower	65%	63%	59%	37%
<b>Total</b>	<b>46%</b>	<b>45%</b>	<b>51%</b>	<b>26%</b>

## How we're addressing the gender pay gap

We take a comprehensive approach to progress gender diversity and reduce the gender pay gap through:

- Ensuring gender-balanced talent pipelines and equal opportunities for career growth
- Maintaining workplace policies that enable flexibility, support parents and carers of any gender, prevent and respond to sex-based harassment and discrimination, and ensure support for victims of family and domestic violence
- Monitoring employee experiences to identify and address any gendered variances
- Regular gender pay analysis to identify opportunities to reduce gender pay gaps, and continuing to achieve pay equality in like-for-like roles with a gap of less than 1%, maintained since 2018
- Striving for gender balanced representation (defined as at least 40% men, 40% women, 20% any gender)

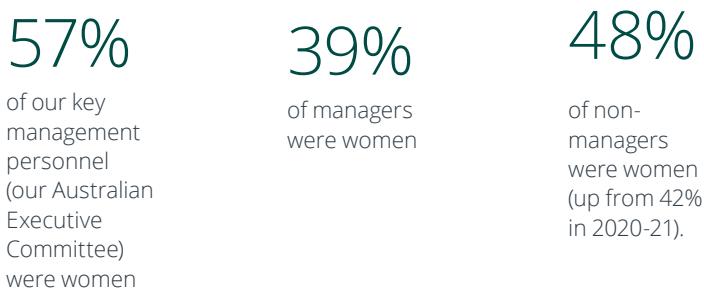
### Balanced gender representation

We have achieved and maintained balanced gender representation (defined as at least 40% men, 40% women and 20% any gender) in both our total workforce and leadership team since 2022.

As reported in our FY24 Corporate Report, globally:



As of the WGEA reporting period concluding on 31 March 2024, within our Australian workforce:



### Talent pipeline Connecting women with STEM careers

We continue growing the pipeline of talented women in our industry. Since 2014, more than 140 women have begun their STEM careers through our mentoring program for women studying engineering and technology.

## Spotlight on

### Flexibility and caring

At Transurban, flexible working is the norm, not the exception. Our approach supports ways of working that enable our employees to balance work and home life regardless of gender, caring responsibilities, age and life stage, or any other factor. 88% of our people believe they have the flexibility to manage work and other commitments and 91% are comfortable talking to their people leader about flexible work.<sup>9</sup>

Since 2021, our approach to support new parents includes 16 weeks paid leave, with no distinction between primary and secondary carer. This is available to all employees regardless of their gender, carer status or length of service. Additionally, employees on parental leave receive superannuation on both paid and unpaid leave for 52 weeks. In FY24, men accounted for 59% of all people who took parental leave.

### Respect and safety

We are committed to providing safe, inclusive and respectful workplaces, free from bullying, discrimination, harassment, sexual harassment, victimisation and



vilification. We have a robust framework to prevent sexual harassment and discrimination in the workplace. Our Respect@Work framework is embedded into team discussions to ensure all employees understand their role in creating safe, inclusive and respectful working environments.

We recognise the important role workplaces can play in supporting victims of family and domestic violence. We remain committed to providing

a supportive environment for and prioritising the safety of any employee who may be impacted by family and domestic violence. We extend leave options to those who provide care or support to someone experiencing family and domestic violence. Our support includes family and domestic violence leave beyond the statutory 10 days – including discretionary uncapped leave, flexible work arrangements and expert support services from external providers.

## Progress markers

Our efforts towards gender diversity and an inclusive workplace have been recognised through the WGEA Employer of Choice citation, which we have held for 11 consecutive years.

In 2024, we were recognised by Equileap as the no.1 company for Gender Equality globally, putting us in the top 10 in Australia and top 20 globally for the fourth consecutive year.

### More information

- [2024 Corporate Governance Statement](#)
- [2024 Corporate Report](#)
- [Careers at Transurban](#)

<sup>9</sup> Data derived from employee survey, Our Voice 2024