



# Gender Pay Gap Employer Statement 2026

**POWER**  
together



# A message from our CEO



At Endeavour Energy, we want everyone to feel they belong and can thrive. When people feel valued and respected, teams perform better, safety improves and innovation comes more naturally. That's why inclusion underpins our approach to gender equity.

I'm pleased to share our 2026 Gender Pay Gap Employer Statement. It outlines where we're making progress, where we need to lift, and the actions we're taking to keep moving in the right direction.

This year, our average total remuneration gender pay gap is 3.7 per cent. That's one of the lowest in our industry, where the midpoint is 12.2 per cent. It shows real progress and reinforces that meaningful change doesn't happen by accident.

## Progress we're proud of

One of the clearest signs of change is the way caring responsibilities are being shared.

Last year, 88 per cent of our parental leave was taken by men, compared with an industry midpoint of 41 per cent. That's significant. When men take parental leave, it supports women's careers, gives families more flexibility, shifts expectations, and offers fathers valuable time at home to be present and build early connections with their children.

We're also seeing more women joining us in technical, trade and early career roles, and we're building momentum in areas where our industry has traditionally struggled.

In 2025, one of our female apprentices was a finalist for Apprentice of the Year in the Western Sydney and Blue Mountains region as part of the NSW Training Awards. It's a terrific achievement, and a reminder of what's possible when pathways are visible, supported and open to everyone.

## Addressing systemic barriers

We also need to be realistic about the challenges ahead. Our sector is shaped by long-standing gendered pathways into STEM and trades, and with low turnover, shifts in representation particularly in senior and specialised roles can take time.

That's why our focus is on strengthening our talent pipeline and creating opportunities for women at every stage of their career, from attraction and recruitment through to development, progression and leadership.

## Looking forward

We have a responsibility to hold ourselves accountable and commit to actions that make a difference. Everyone has a role too, in the choices we make, the assumptions we challenge, and how we support each other day to day.

Thank you to everyone who continues to support this work every day.

**Guy Chalkley**  
Chief Executive Officer

# Our approach to gender equity

Endeavour Energy is a safety-focused and customer-centred business, delivering electricity to more than 2.7 million people across Greater Western Sydney, the Blue Mountains, the Southern Highlands, Illawarra and the South Coast. Our people take great pride in supporting our communities and enabling a cleaner, smarter energy future as we transition from a traditional 'poles and wires' business to a distributed system operator.

Our commitment to gender equity is part of our Inclusion and Diversity Strategy, which aims to create an inclusive culture that delivers better experiences for our people, customers and communities. We are achieving this by:

## Building a diverse workforce

We attract, develop and retain a workforce that represents the diversity of the communities we work in across every level of Endeavour Energy.

## Creating an inclusive culture

We foster a workplace where people feel safe, heard and supported to thrive, and where everyone respects and embraces the power of difference.

## Engaging our customers

We are dedicated to building trust in our brand and delivering on our commitment to always place customers at the heart of what we do.

Diversity and gender equity strengthen the way we work. When people with different backgrounds, skills and perspectives contribute to solving complex challenges, we make better decisions, deliver safer outcomes and create a more collaborative and connected workplace.



# Women powering the future of energy

Over the past year, we have continued to take practical steps to improve gender equity across Endeavour Energy. Key steps taken include:

## Embedding inclusion in recruitment

We actively increased representation of women through gender-informed talent attraction strategies and by embedding gender diversity expectations with recruitment partners, including requirements for shortlists and accountable sourcing practices. We also take pride in pay transparency throughout the recruitment process, supporting equity and informed candidate decision-making.

## Strengthening early career pathways

Increasing the number of women entering technical, trade and professional roles is one of the most effective ways to change gender representation over time. Since 2022 our apprentice, internship and graduate programs have achieved gender balance, and provide induction experiences that focus on capability, connection and inclusion.

We deployed targeted programs to attract diverse cohorts, partnering with school career advisors and engaging senior students in hands-on experiences in technical and trade roles. This early exposure helps young women make informed career choices and increases awareness of the opportunities available in our industry.

## Leading industry collaboration

We continue to support broader industry change through our involvement with the Champions of Change Coalition. This work focuses on advancing gender equity in how work is designed, how teams operate and how leaders make decisions. It also supports our efforts to address long-standing challenges in workforce representation across science, technology, engineering and mathematics (STEM) and trade pathways.

We also play an active role in elevating the voices and experiences of women. In September 2025, we joined Ausgrid, Essential Energy and Transgrid to host the Women from the Field Conference in NSW. More than 250 women working in field and operational roles came together to share their experiences and highlight the growing impact women are having across our industry. The event recognised women at every stage of their careers, from apprentices and engineers to senior leaders. It reinforced the importance of inclusion, respectful workplaces and the important role of male allies in supporting women and contributing to positive, lasting cultural change.



## Driving strong governance and accountability

We regularly report on recruitment and progression metrics to the Executive Leadership Team, senior leaders and shareholders, providing transparent oversight of workforce composition and outcomes across the employee lifecycle. We incorporate gender pay gap analysis into remuneration governance processes to support informed decision-making and promote fair and equitable remuneration outcomes.

# Our gender pay gap in numbers

Our latest submission to the Workplace Gender Equality Agency (WGEA) provides a detailed view of our gender pay gap.

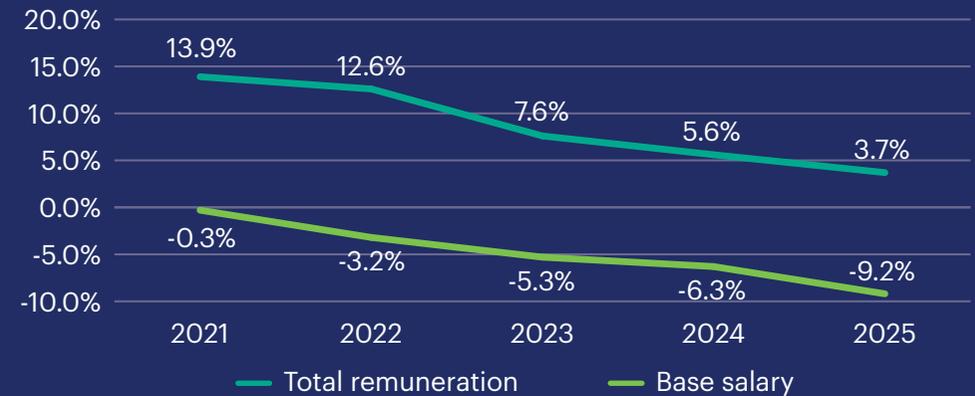
This year, our median total remuneration gender pay gap is 12.3%, compared with the Electricity Distribution industry midpoint of 15.2%. Our average total remuneration gap is 3.7%, which is also well below the industry midpoint. These results show the positive impact of our focus on transparent and consistent pay practices across Endeavour Energy.

Our median base salary gender pay gap is 14.3% in favour of women, compared with an industry midpoint of 2.3% in favour of men. This reflects the strength of our base salary settings and our commitment to fair pay for work of equal value. The difference between base salary and total remuneration continues to be shaped by overtime and allowances, which are more common in technical and trade roles that remain male dominated across the industry.

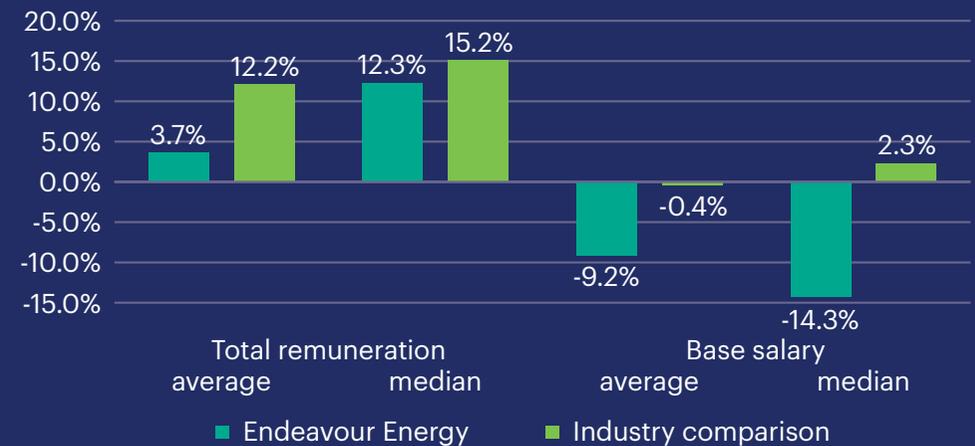
The WGEA data highlights our current workforce composition. Women make up around 20% of our workforce, with stronger representation in administrative, professional and graduate roles and lower representation in technical, operational and trade roles. These patterns are consistent across the Electricity Distribution industry and reflect long-standing gendered pathways into science, technology, engineering and mathematics (STEM) and trades.

Our five-year trend shows that our gender pay gap has remained relatively steady over time. Our investment in gender-balanced early career programs, increased opportunities for women in field and operational roles and transparent processes across the employee lifecycle will help shift these results over time.

Average gender pay gap



Industry comparison



# Understanding the gender pay gap



Our gender pay gap is shaped by a mix of industry-wide challenges and long-standing workforce patterns. These influences are consistent across the Electricity Distribution industry and will take time to change, and we remain committed to improving these results for our people and our communities.

## Systemic shortages in STEM and trade pathways drive our gender pay gap.

Across Australia, less women enter science, technology, engineering and mathematics (STEM) and trade pathways, which limits the pool of candidates for technical and operational roles. Our industry also faces ongoing skills shortages, a declining national pipeline of technical workers and lower turnover than many other industries. These systemic conditions make it harder to increase representation quickly, even with strong recruitment and development programs.

## Early career growth may cause our gender pay gap to fluctuate.

Apprentice and graduate salaries sit at the lower end of the pay scale. Increasing the number of women entering these early career roles can widen the gender pay gap in the short term, while building a stronger pipeline for the future.

## Workforce composition continues to influence our results.

Women make up around 20% of our workforce. Representation is higher in administrative, professional and graduate roles and lower in technical, operational and trade roles. These roles attract different market rates and earning opportunities, which contributes to our gender pay gap.

## Additional remuneration also plays a role.

Opportunities to access regular overtime and allowances are more readily available in technical and trade roles where women are under-represented. This affects total remuneration outcomes and results compared to base salary alone.

## Internal promotions and tenure influence the pace of change.

With an average tenure of 15 years, many people build long careers at Endeavour Energy. This is a strength of our culture, but it also means that shifts in representation occur gradually.

Understanding these challenges helps us focus our efforts where they matter most. By improving early career pathways, creating more opportunities for women in operations and building transparent processes, we are setting the foundations for long-term change.

# Sanja



I have been fortunate to work with supportive colleagues and leaders who value capability, professionalism and collaboration.



I have spent 18 years at Endeavour Energy, building my career in an industry undergoing significant transformation. With a background in electrical engineering, I was drawn to the energy sector for its strong customer focus and the scale of change underway. I wanted to be part of that journey and contribute meaningfully to it.

Today, as Head of System Operations, I lead a highly technical team, but my role is very people focused. I often describe my job as talking to people.

Over time, I have honed my ability to listen and truly hear what people are saying. Throughout my career at Endeavour Energy, I have met many interesting individuals and learned a great deal about the distribution and transmission network, as well as the challenges our field teams face every day.

I have been fortunate to work with supportive colleagues and leaders who value capability, professionalism and collaboration. Having mentors and allies who see people as individuals has played an important role in developing my leadership

approach. I enjoy supporting others to find their path, build confidence and grow their careers. Creating space for people to succeed is something I value deeply.

My advice to women considering non-traditional careers is to work hard, stay professional and be genuine. When people see your commitment, opportunities to learn, grow and diversify your experience follow. For men, taking the time to understand different perspectives and support others makes a real difference.

# Leonie



Everyone is willing to share their knowledge and experience, especially if you are keen to learn and have a go.



After building my career in a different industry, I felt it was the right time for a change, different challenges and the opportunity to learn new skills. I was drawn to Endeavour Energy because of its values and its commitment to creating an inclusive and diverse workplace.

I was particularly encouraged by the focus on gender balance in the apprentice program, being inclusive of families, and supporting work life balance. Endeavour Energy stood out as a place where long-term careers are encouraged, developed and genuinely supported.

I now work as a third-year apprentice substation technologist, which involves working inside network substations and with a range of equipment.

I spend most of my time at substations across my local area, and no two days are the same. One day I might be helping to build a substation yard, and the next I could be carrying out maintenance on a transformer or wiring relays in a control panel. I enjoy the variety and the hands-on nature of the work. I am building practical skills every day while learning in a supportive environment.

From the moment I started my apprenticeship, I have felt included, supported and respected by my teammates and leaders. Everyone is willing to share their knowledge and experience, especially if you are keen to learn and have a go. I have found that suitable personal protective equipment and facilities are readily available, with women's sizing provided.

Working at Endeavour Energy has opened up a wide range of career opportunities, and I'm excited to continue developing my skills and knowledge within such a supportive and inclusive company.

# Powering the future

To create an enduring impact on gender equity, we are committed to strengthening our systems and work practices, so people feel safe, included and able to thrive. We have learned it takes commitment, consistency and a clear focus on what makes the greatest impact to achieve lasting gender equity in our industry.

**Our next steps include:**



## Strengthening a culture of inclusion, safety and respect

We are focusing on building inclusive teams at work by providing learning for our leaders that builds capability through practical tools and techniques to model inclusive behaviours, foster psychological safety, and address concerns early and effectively. We will focus on strengthening shared accountability for inclusion, ensuring our people understand their role in supporting equity.



## Enabling women's development in field and operational roles

We are creating new opportunities for women to build careers in field and operational roles, including access to leadership programs, mentoring and on-the-job development. This includes supporting progression into more senior operational roles and ensuring our systems, equipment and workplaces enable women to participate.



## Recognising the impacts of domestic and family violence

We are strengthening support for our people affected by domestic and family violence, recognising these experiences can influence participation, progression and career continuity. We are committed to ensuring access to trained internal officers and external services that embed a trauma-informed, compassionate culture across our business.



## Creating opportunities for our employee networks

We will continue building momentum across our employee networks by supporting the RISE Employee Resource Group (ERG). The RISE ERG is employee-led and provides women and allies with opportunities to connect, share experiences and champion inclusion across Endeavour Energy. We are growing engagement and strengthening a culture where inclusion and diversity are celebrated.



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