

Gender pay gap context statement

Overview

Transurban is committed to fostering a respectful, safe, and inclusive workplace where everyone has fair, merit-based access to opportunities – free from barriers or bias. Transurban recognises that our ongoing business success is dependent on people with a broad range of backgrounds who understand our stakeholders and bring fresh and creative thinking to create value for them.

As part of this commitment, we continue to focus on achieving gender balance across our Board, leadership, and workforce, reducing our overall gender pay gap, and maintaining a gap of less than 1% across like-for-like roles.

Transurban's average gender pay gap for our Australian workforce has decreased to **7.0%**, down from **9.1%** last year. Our gender pay gap performance for 2024-25 (data as at 31 March 2025) is shown in Table 1.

Table 1: Gender pay gaps 2024-2025: Transurban and benchmarks

2024-2025	Transurban Group ¹	Transurban Limited ²	Australia	Transport, Postal and Warehousing Industry
Average total remuneration	7.0%	6.3%	21.1%	10.0%
Median total remuneration	11.4%	10.9%	16.4%	9.5%
Average base salary	6.5%	5.9%	15.7%	4.8%
Median base salary	9.4%	9.0%	11.9%	4.9%

¹ Transurban Group includes all employees based in Australia, employed by Transurban entities, including Transurban Limited and Queensland Motorways Management

² Transurban Limited includes employees based in Australia, not including employees of Queensland Motorways Management

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, always merit based. We take a strategic approach to drive sustainable gender diversity improvements and to reduce the gap over time.

Over five years, we've seen substantial progress in the reduction of our gender pay gap. Transurban Group's average gender pay gap for total remuneration has reduced by more than half over five years, from 15.3% in 2020 to 7.0% in 2025.

How we are addressing the gender pay gap

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

- Gender-balanced talent pipelines and fair 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 provide support for victims of family and domestic violence
- 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%.
- Striving for gender balanced representation (defined as at least 40% men, 40% women, 20% any gender).

More information

- [2025 Corporate Governance Statement](#)
- [2025 Corporate Report](#)
- [Careers at Transurban: Diversity and Inclusion](#)