




# Achieving Gender Balance

Gender Equality Action Plan 2024 - 26

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**DIVERSITY.  
EQUITY.  
INCLUSION.**



**We empower freedom to move every day thanks to safe, reliable, and innovative solutions that serve the common good.**



### **ACKNOWLEDGMENT OF COUNTRY**

Transdev acknowledges the traditional owners of the land on which we meet, work, and learn. As a business we recognise that Aboriginal and Torres Strait Islander Peoples are the First Peoples of our country and for over sixty thousand years Aboriginal and Torres Strait Islander communities have been the custodians of the land on which Transdev operates.



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# Why is gender equality important to us?

Each year, our people (Journey Makers) at Transdev Australia & New Zealand enable more than 100 million customer journeys, providing safe, sustainable services and connecting communities via bus, ferries, heavy and light rail.

We believe that our workforce should reflect the vibrant communities we serve. Through ensuring a diversity of voices, perspective, backgrounds and orientations, we can better serve our customers, clients, communities and enrich ourselves as a company.

Gender equality is a pivotal component of our Diversity, Equity and Inclusion Strategy and vital to our long-term creativity, competitiveness and success as a business.

## Our vision

To create a diverse, engaged and resilient working environment and workforce. We want to ensure our Journey Makers feel valued, are equipped with the right tools to succeed and that we can attract and keep talented people, developing them into even more outstanding performers.



# How we achieve gender balance

The following document, 'Achieving gender balance', outlines Transdev Australia & New Zealand's Gender Equality Action Plan for 2024—26.

Our initial Gender Equality Action Plan aims to create an inclusive and accountable internal culture, cultivating a collective sense of social responsibility through robust governance.

We embed our objectives and deliverables across the organisation by focusing our work into three broad areas which will drive gender equality outcomes:

- **Attract:** Supporting gender equity through examining and changing the way we bring people into our business.
- **Develop:** Engaging with and developing our existing and incoming cohort of female Journey Makers with support from our partners.
- **Empower:** Ensuring all Journey Makers are equipped with the tools they need to progress our efforts in gender equality.

Additionally, our Gender Equality Action Plan is strengthened by alignment with our local and global business strategy, with targets informed by goals set at Transdev Group level.

## Our Workforce

Through a comprehensive analysis of our workplaces using payroll data, metrics and internal dashboards, we have developed a baseline understanding of our workforce. This foundation has influenced our gender equality proposition and will keep us accountable as our Plan is actioned.

Transdev has also benefited from the reporting requirements of the Workplace Gender Equality Agency (WGEA), captured below. The most recent reporting period at time of publishing (2022-23) demonstrated that year on year progress had been made against gender equality goals (when comparing results from the 2021-22 period).

Location		2025 Target	Q1 2024
Australia	Female Top Managers	35%	34%
Australia	Female Drivers across all entities	20%	10%
New Zealand	Female Drivers across all entities	20%	15%

While this data is invaluable, a more comprehensive and intersectional approach is necessary to establish the comprehensive understanding of our workforce composition required to thoroughly realise our vision. Accordingly, our action plan includes deliverables intended to confront these gaps in data to expand our understanding.

Simultaneously, Transdev understands gender inequality as a complex challenge. It is compounded by other forms of disadvantage or discrimination that a person may experience, including Aboriginality, age, disability, ethnicity, gender identity, race, religion, sexual orientation and other attributes. As our work continues, we will seek methods of accounting for these variables, increasing the effectiveness of our activity.

## Legislative framework

Transdev welcomes the changes introduced by the *Workplace Gender Equality Act 2012* (the Act) and *Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Bill 2023* which require the publication of gender pay gap data and the development of a strategy demonstrating how these results will be continually improved. This document constitutes that strategy and is compliant with Victorian Government legislation requiring a Gender Equality Action Plan.

Production of this Strategy has also been informed by the legal framework provided by the:

- *Gender Equality Act 2020*
- *Safe and Strong 2016: Victoria's Gender Equality Strategy*
- *Fair Work Act 2008 (Cth)*
- *Equal Opportunity Act 2010*
- *Charter of Human Rights and Responsibilities Act 2006*





# A message from Alexia Gontier

## Chief Financial Officer and Executive Sponsor of Gender Equity

I am proud to be the Executive Sponsor of Gender Equity at Transdev, striving to elevate the success of our female employees.

The launch of this, our first Gender Equality Action Plan, enables us to build upon the positive steps we've already taken as an organisation and provides a roadmap for continuing along this path.

The Plan is relevant for all of our operations and entities, making sure that they understand the steps they can take independently and collaboratively to advance women. It constitutes a whole-of-business strategic approach to achieving gender equity and, in turn, requires support from our entire business to succeed.

In recent years, we've seen improved support for our female Journey Makers, highlighting the remarkable depth of talent that cohort has and ensuring that they have the access they need to employment or development opportunities.

It's important that we continue to recognise and reward these outstanding females. We will support and encourage these individuals to be more visible. They will show the way forward for other women who aspire to these heights.

New programs including Elevate, our female leadership development program and our female sponsorship program, are two key examples of how we are delivering on this commitment. They will be instrumental in helping us achieve equal gender split, both in leadership and across the organisation.

I eagerly anticipate the positive changes this Plan will bring about. I look forward to continuing to advance the position of women together at Transdev and across the entire transport sector.

A handwritten signature in black ink that reads "A. Gontier". The signature is stylized and includes a long horizontal line extending to the right.

**Alexia Gontier**  
Chief Financial Officer, Transdev Australia & New



# A message from Brian Brennan

**Chief Executive Officer, Transdev Australia & New Zealand**

It's a pleasure to be sharing Transdev's first Gender Equality Action Plan, 'Achieving gender balance' with you.

Diversity, equality and social inclusion are at the core of our business and are integral in the cultivation of a workforce which represents the customers and communities we serve.

Our workforce reflecting our community is critical to our successful operation as a business, ensuring the relevance of our service to customers from all walks of life. I am proud of what we have done

to date to ensure this and believe that we are on the right path for a truly more equitable workplace.

In delivering this Plan, my hope is that Journey Makers across our businesses have a clear guide that can help address an historic truth: that transport is a male-dominated domain.

I challenge all Journey Makers to not only come to grips with what is laid out in these pages but also consider what they personally do to change this. Driving a diverse and inclusive workplace that balances genders generates a diversity of thought that improves our business. Supporting a fairer, more inclusive and transparent workplace, ensures that we continue to attract the best talent available, so we continue to serve our customers, clients and communities.

I'm excited by the prospect of realising the commitments set out in this plan, achieving greater gender balance and promoting initiatives which increase opportunities for women throughout our offices, operations and depots.

It provides meaningful, practical actions that will help our partners internal and external understand, embrace and realise this shared vision.

Transdev is proud of the diverse mix of backgrounds, cultures, values, skills, knowledge, talents, thoughts and experiences that make up the fabric of our organisation – our unique and esteemed Journey Maker culture.

I'd like to thank every Journey Maker for making Transdev such a special place to work and appreciate your ongoing support in our journey to achieve gender equality.

A handwritten signature in black ink, appearing to read 'Brian Brennan'.

**Brian Brennan**  
**CEO Transdev Australia and New Zealand**



# Attract

Supporting gender equity through examining and changing the way we welcome people into our business.

## **We will increase female employment, through recruitment and career pathways to offer rewarding careers and enhance our business.**

### **Our commitments:**

- 1. We will strengthen our pipeline of female talent through targeted recruitment campaigns and partnerships.**
  - We will measure the percentage increase in female hires.
  - We will measure the success of recruitment campaigns (applications, interviews, hired/ placed)
  - We will measure the proportion of applicants driven by partnerships.
- 2. We will improve internal recruitment processes, educating our leaders on how to best attract, develop and empower our people.**
  - We will measure the rate of internal promotion.
  - We will measure the leadership training program engagement.
- 3. We will review and update recruitment, retention and professional development strategies.**
  - We will complete a matrix for review of strategies.
  - We will do an analysis of pay equity.
  - We will complete employee engagement surveys which question sentiment and seek areas for improvement.

## **We will develop female employment pathways for students, early-career employees and return to work job seekers**

### **Our commitments:**

- 1. We will improve our entry pathway programs with greater gender balance through our undergraduate, graduate, apprenticeship and trainee programs.**
  - We will measure gender composition in entry programs.
  - We will measure conversion rates for graduate to full-time employee.
  - We will measure the number of graduates sourced through partnerships.
- 2. We will explore alternative entry pathway programs to employment such as returnships, pre-employment programs and partnerships with local education authorities.**
  - We will measure the success of returnship programs (integration back into and retention in full-time role)
  - We will measure the participation of women in pre-employment programs.
  - We will measure the impact of partnerships in driving the above.
- 3. We will continue collaborating with select partners, offering mentoring and providing opportunities to underrepresented groups.**
  - We will measure the engagement with mentoring programs.
  - We will measure career advancement rates for mentored employees.



# Develop

**Engaging with and developing our existing and incoming cohort of female Journey Makers with support from our partners.**



## **We will improve the number of women in management and senior leadership roles across Transdev**

### **Our commitments:**

- 1. We will execute female leadership programs for high performers and a sponsorship program.**
  - We will measure participation in leadership programs.
  - We will measure the rate of promotion to higher positions.
  - Increased numbers of women in senior leadership roles.
- 2. We will inform and acknowledge our female talent across the business.**
  - We will measure the effectiveness of and engagement with internal communications.
  - We will complete internal surveys seeking satisfaction levels with engagement programs, concepts for further acknowledgment.

## **We will focus on female retention across all job grades Transdev**

### **Our commitments:**

- 1. We will expand the Women on the Move network across all operations, increasing communication and networking opportunities for female Journey Makers.**
  - We will measure the expansion of the network to all operations.
  - We will measure the volume of networking events held.
  - We will gather the feedback from events.
- 2. We will improve support for primary carers and return-to-work parents after extended leave.**
  - We will measure the return to work success rates.
  - We will measure the uptake of support programs.
- 3. We will raise awareness about the gender pay gap and actively share information about initiatives and progress through WGEA reports.**
  - We will measure the engagement metrics on internal communications.





# Empower

Ensuring all Journey Makers are equipped with the tools they need to progress our efforts in gender equality.

## **We will address safety and access for our staff across our offices, sites and projects.**

### **Our commitments:**

- 1. We will complete a dignity audit, developing a pipeline of works within each of our operations which resolve any problems uncovered.**
  - We will measure the completion of audit and execution of findings.
- 2. We will improve the health and wellbeing initiatives for frontline staff, including the identification and implementation of support mechanisms for employees who face domestic violence.**
  - We will measure the participation in health and wellbeing programs.
  - We will survey employees on knowledge of and impact to wellbeing of programs.
  - We will measure the availability and access of our Telus Health staff wellbeing and support service.

## **We will build accountability and transparency.**

### **Our commitments:**

- 1. We will review relevant policies which impact the engagement and retention of women at Transdev.**
  - We will complete a policy review.
  - We will measure employee engagement with altered policies and policy platform.
- 2. We will socialise successful recruitment efforts which drive an increase in female participation across all modes, tracking their uptake and impact on workforce composition.**
  - We will measure engagement with communications providing toolkits for extrapolating recruitment success.
- 3. We will ensure relevant documents and policies are reviewed, updated and that workforce is aware of where they can be accessed.**
  - We will measure employee engagement with policy platform and relevant policies.
- 4. We will continue compliance with WGEA reporting requirements.**
  - We will measure year on year compliance with WGEA requirements.



Side B



# OUR PARTNERS AND EVENTS

# Our partners

Alongside the assistance of Journey Makers throughout Transdev, the success of our Plan requires collaboration with a wide range of external partners. These partners offer oversight, expert advice and hands-on support in the achievement of our goals.



## Workplace Gender Equality Agency

Transdev is committed to achieving gender balance and providing transparency around gender equality across our organisation. Each year we work in partnership with Australia's Workplace Gender Equality Agency (WGEA) to lodge an annual public report.

Under the Workplace Gender Equality Act 2012, it is a Federal government requirement for non-public sector employers with 100 or more employees to submit a report covering the 12-month period 1 April to 31 March.



## Work 180

Work 180 promotes Transdev job opportunities on a specialist Jobs board targeting women. It also partners with and endorses organisations who align with its mission and vision. Transdev has been accredited as an approved employer by Work 180 for the past two years.



## Australian Rail Association: Women in Rail (ARA)

As an organisation ARA recognise the importance of supporting greater participation and advancement of women in rail to support the industry's long-term success. Transdev supports employees to participate in the ARA mentoring program and to attend networking and development activities associated with the Women in Rail network.



## Women in Transport (WiT)

With a view to creating a professional system of support and connections, the Women in Transport network plays a leading role in coordinating activities on behalf of the transport sector, providing peer support, networking opportunities, professional development, social events, training, communications and external activities such as transport site visits. Transdev is an active member of this network.



## Athena Leadership Academy

This organisation offers training and development for high performing and high potential leaders. Transdev has partnered with Athena in the design and facilitation of a program aimed at emerging female leaders across Transdev.

# Our Events

Each year, Transdev will host events for employees, partners and external stakeholders which act as an opportunity to bring peers together and consider what can be improved about our approach.

The major events mentioned below are part of a broader calendar of events that are endorsed and supported by Transdev at all levels. Allowing us to extend the influence of our Diversity, Equity and Inclusion strategies.

## International Women’s Day — 8 March

Each year on 8 March, Transdev entities come together to celebrate the achievements of women and to discuss how they can make a difference in achieving a better balanced workforce as part of global International Women’s Day celebrations. Our business uses the annual theme as a topic to spark conversations and creates networking opportunities across our workplaces.

## International Day for the elimination of violence against women

The United Nations General Assembly has designated November 25 as the International Day for the Elimination of Violence Against Women. The premise of the day is to raise awareness around the world that women are subjected to rape, domestic violence and other forms of violence.



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## **Transdev Australia and New Zealand**

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