



# Employer Statement

WORKPLACE GENDER EQUALITY AGENCY (WGEA) REPORTING YEAR 2024/2025

19 February 2026

**At NCIG, we are committed to fostering a workplace where everyone feels respected, supported, and empowered to perform at their best. Our people are our greatest asset and gender equity remains a key focus of our workforce strategy.**

Our team of 118 employees brings a diverse mix of skills, perspectives, and life experiences to NCIG. By valuing what makes each employee unique, NCIG has created an environment where people can do their best work- driving innovation, strong performance, and a sustainable future.

NCIG is proud to offer a safe, healthy, and inclusive workplace that promotes gender equity and provides equal opportunities for career and personal development. Employees are recognised and rewarded fairly, based on their role and performance, without bias or regard to gender. Our benefits are equally accessible to all employees, including flexible work arrangements and NCIG-funded paid parental leave.

## Gender Pay Gap Outcome

In the 2024/2025 reporting period, NCIG's gender pay gap for average total remuneration **decreased to 24.9%—a 1.3 percentage-point improvement** from the previous period. Whilst small, this reflects positive progress, and we remain committed to driving further reductions through ongoing workforce initiatives and equitable remuneration practices.

## Key Contributing Factors

The improvement in NCIG's gender pay gap has been supported by:

- Increased representation of women in higher-remunerated roles, including leadership and professional positions
- Continued implementation of gender-balanced recruitment and selection practices
- Annual gender pay analysis conducted as part of the remuneration review process
- Career progression and promotion outcomes for female employees.



NCIG operates in a traditionally male-dominated industry, with a workforce that includes a high proportion of male employees in shift-based operational roles. This workforce composition continues to influence overall pay outcomes.

### Our path to 'closing the gap'

NCIG recognises that sustained improvement in gender pay outcomes require long-term and consistent action, particularly in an environment of low employee turnover.

We are actively working towards achieving a more balanced gender representation through several key initiatives aimed at attracting, retaining, and advancing female talent.

Our ongoing efforts include:

- Developing a comprehensive Diversity, Equity and Inclusion Roadmap
- Setting a three-year recruitment target, aiming for 50% of all new hires to be female
- Seeking an exemption under section 126 of the Anti-Discrimination Act 1977 (NSW) to designate and recruit up to 10 trade based and engineering roles as female only positions
- Ensuring recruitment assessment panels are gender-balanced
- Encouraging female employee participation in internal and external leadership programs

- Implementing targeted recruitment programs for female apprentices
- Providing funding for local STEM programs that support and nurture the aspirations of young women pursuing careers in Science, Technology, Engineering and Math
- Building strategic partnerships with networks advocating for women in industry
- Conducting annual gender pay analysis as part of the remuneration review
- Delivering the 'respect at work' program to promote inclusion and ensure our workplace is free from discrimination, bullying, harassment and sexual harassment.

NCIG remains focused on advancing gender equity and maintaining an inclusive workplace. While our 2024/2025 results show encouraging progress, we will continue to drive initiatives that support further reduction in our gender pay gap.



**Aaron Johanson**

Chief Executive Officer