



Gender Pay Gap Statement



At Hacer, we know the value of diversity in all its forms.

At its core, it brings a variety of perspectives to our workplace. Perspectives that enrich our team culture and morale – bolstering productivity, innovation and our competitiveness as a business.

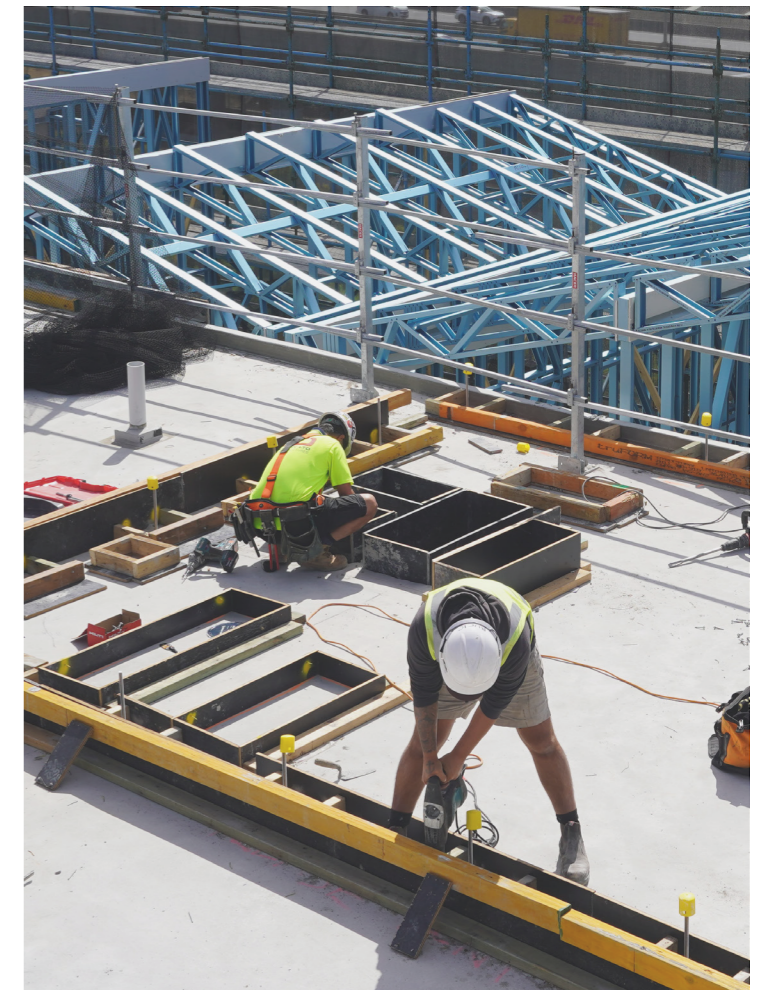
But we also know we're operating in an industry clouded by stereotypes of male dominance, which have very real consequences on our sector's ability to attract and retain women. Ultimately, this contributes to a wide gender pay gap.

That's why we made gender diversity a strategic imperative in 2020 – with the launch of our first Gender Diversity and Equality Strategy.

By actively challenging entrenched perceptions of the construction industry, we're not only shaping a more equitable industry, we're paving the way for a more diverse and inclusive future.

Hacer's Gender Diversity and Equality Strategy is underpinned by our commitment to social and industry responsibility. It takes the long view. And recognises that when it comes to closing the gender pay gap, **sustainable change is more important than short-term, short-lived wins.**

This year's gender pay gap data from the Workplace Gender Equality Agency (WGEA) tells us **we still have a long way to go.** But we're committed to staying the course, delivering enduring changes that will encourage women to enter construction – and *stay*.



The gender pay gap is not the same as equal pay.

Equal pay is where women and men are paid the same for performing the same role or different work of equal or comparable value.

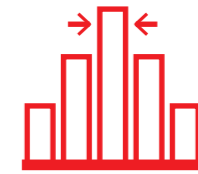
Hacer does not have any pay parity gaps.

Gender pay gaps are not a comparison of like roles. Instead, they show the difference between the average or median pay of women and men across organisations, industries and the workforce as a whole.

The WGEA uses two measures to quantify Hacer's gender pay gap:



1. Average remuneration



2. Median remuneration
(the middle figure in our list of remuneration values)

The results show that Hacer's average **total remuneration gender pay gap** is **35.1%**, and the **median** is **38.4%**.

To put that into context, this is slightly higher than the industry average: the **total remuneration gender pay gap of the Industry Comparison Group** is **30.8%**, and the **median** is **36.7%**.

While challenging to confront, **these figures are not a surprise to us at Hacer**. In fact, they are the reason we self-initiated and implemented the Hacer Gender Diversity and Equality Strategy in 2020.

As a result, we've achieved some wins in our mission to reduce gender inequality in our organisation, including a rise in the number of women employed, from 7% in FY18/19 to 23% in FY22/23.

But there is still a long way to go, which is why we remain committed to:

- Lifting the average tenure of women in our business
- Increasing the percentage of women in our upper and upper middle pay quartiles

Shifting our attention to the top

To get a clearer picture of where we’re closing our gender pay gap – and where we need to focus our efforts – it helps to break down our gender pay gap data by roles.

The below data set shows that while reducing our gender pay gap at the managerial level needs more attention, our gender pay gap is well below the industry average at the professional, clerical and administrative levels.

Managers

Role	Hacer Gender Pay Gap 2022–2023	Industry Comparison Group Gender Pay Gap 2022–2023
All managers	33.5%	22.4%
Other executives/general managers	41.7%	24%
Senior managers	35%	14.8%
Other managers	32.1%	25.1%

Non-managers

Role	Hacer Gender Pay Gap 2022–2023	Industry Comparison Group Gender Pay Gap 2022–2023
Overall non-managers	33.3%	27.4%
Professionals	18%	22.4%
Clerical and Administrative	-14.06%	15.5%

Our gender pay gap reflects a complex interplay of historical, societal and industry-specific factors, like:

- Entrenched stereotypes that, historically, have led to disproportionate numbers of men to women in leadership and higher-paying positions
- Limited awareness or implementation of gender-equitable policies and practices
- Inflexible construction site schedules that hinder capacity for flexible work roles that fit around family commitments
- Limited exposure at the high school level to STEM as a career path for girls

Together, these factors created an industry that struggled to attract and retain women over the years, leading to fewer female professionals in higher-paying positions – or available to be recruited into executive roles.

This also means fewer female role models to help young women envisage themselves as construction professionals. And this perpetuates the gender pay gap.

At Hacer, our gender pay gap is largely driven by these historical factors. We have a low number of women represented in our upper and upper middle pay quartiles. And we have an imbalance in the number of women and men employed part-time, with women making up 88% of part-time employees.

We’ve come a long way, both as a business and as an industry. And the early results from the implementation of our Gender Diversity and Equality Strategy (discussed in the next section) show that. But there’s still a long way to go. **We remain committed to being part of the change.**

At Hacer, we've been actively tackling our gender pay gap since 2020 with the release of our Gender Diversity and Equality Strategy.

The strategy recognises that addressing our gender pay gap requires a multifaceted approach. Therefore, it includes initiatives to:

- Foster a more inclusive and diverse workplace culture
- Promote equal opportunities for career advancement
- Actively work at the grassroots level to attract more women into the industry

We know that competition for female talent at the executive and managerial levels will remain fierce for some time. This makes it difficult to achieve dramatic shifts in representation on our executive level in the short term.

So the strategy sets our sights firmly on the future, investing heavily in initiatives targeted at high school and tertiary students.

Our goal is to build a sustainable pipeline of female talent over the next 5 to 10 years.

With that said, the strategy has empowered us to initiate a series of significant short-term wins, including:

- Shifting to gender-neutral titles like 'foreperson' instead of 'foreman'
- Introducing gender-specific work gear to give women more comfortable clothing options
- A partnership with Our Watch Institute, Australia's leading team of violence prevention and gender equality experts, to educate our employees on embedding gender equality at work – and prevent violence against women in the workplace and community
- Introducing Well™ – an education platform for promoting psychological safety in the workplace
- A partnership with RMIT to provide female students with a scholarship and a guaranteed place in our graduate program
- Introducing paid parental leave for primary and secondary carers
- Introducing six months of paid superannuation for primary carers
- Introducing flexible working conditions for returning primary carers – which was taken up by 100% of eligible staff

While all significant, the changes to parental leave were incredibly successful – resulting in a 100% return rate for those who went on parental leave.

The current strategy is set for renewal in 2027. It will drive any further opportunities to reduce our gender pay gap following the release of this latest dataset.

Closing the gender pay gap within our business, and the construction industry more broadly, is no easy feat.

But we're committed to being part of the shift so that we can help build a more equal and attractive industry.

This Statement was approved by the Hacer Board of Directors in February 2024.



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