



Gender Pay Gap Statement



Building a more equitable construction industry requires persistence and accountability.

We want to cultivate a diverse workforce where every team member feels seen and valued. Because we know that's the key to a thriving workplace.

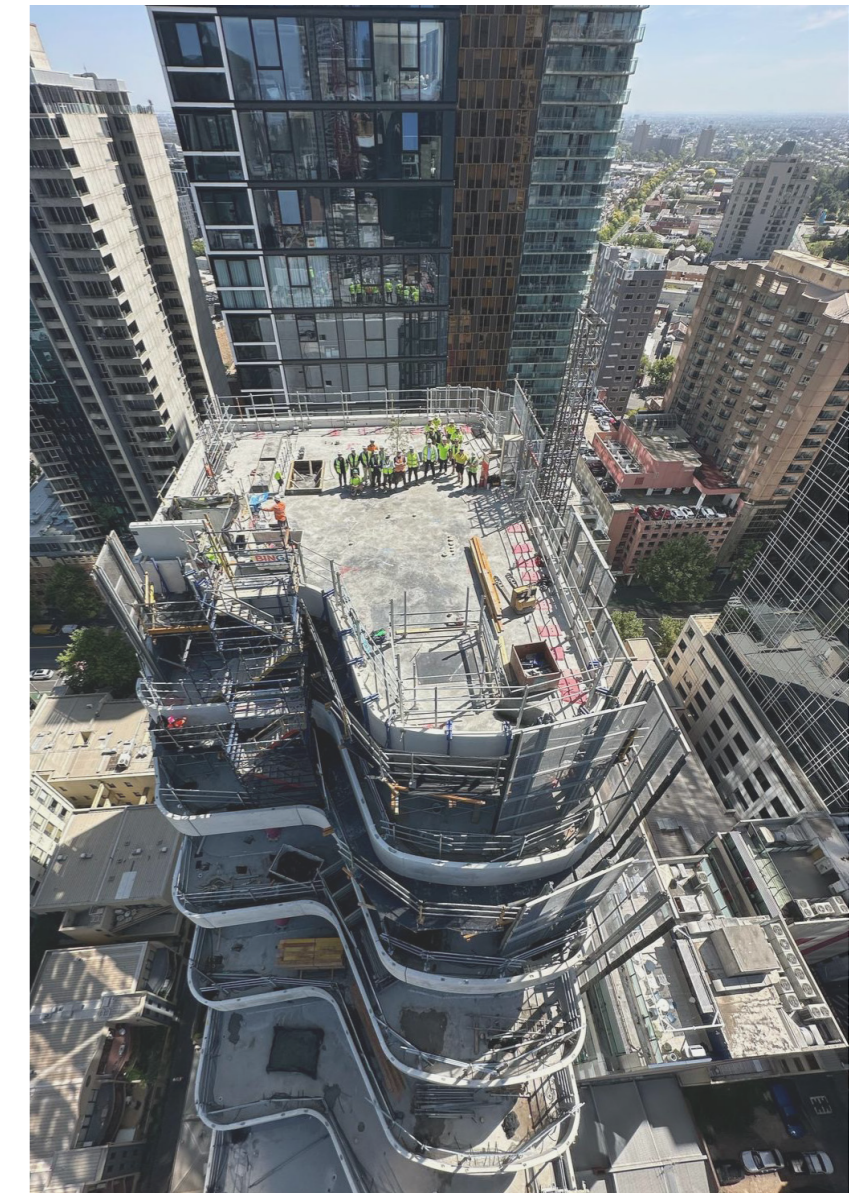
But we're also realistic. Gender imbalances in construction are deeply entrenched, which means shifting the dial will take time. And while efforts to improve gender diversity are underway, women remain underrepresented in senior roles.

We remain focused on addressing this imbalance. Since launching our Gender Diversity and Equality Strategy in 2020, we've taken deliberate steps to build a more inclusive workplace.

This year's gender pay gap results show clear progress, and they fuel our determination to go further.

Today, women make up 17.5% of our workforce. That's a year-on-year increase in representation, reflecting the action we've taken to drive progress.

Real change doesn't happen overnight. But the foundations are firmly in place. We're building a future where women in construction thrive, leadership reflects diverse perspectives, and our industry better represents the communities it serves.



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

Equal pay, otherwise known as pay parity, is where men and women are paid the same amount for the same role (or for different work of comparable value).

And we are proud to report that, at Hacer, no pay parity gaps exist.

We conduct annual salary reviews to ensure like-for-like roles are paid the same, no matter the gender.

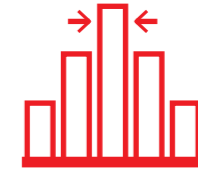
When we talk about the gender pay gap, we mean the difference in average earnings between men and women across the organisation.

That difference is influenced by workforce composition – particularly representation at senior levels and within higher pay quartiles.

The Workplace Gender Equality Agency (WGEA) quantifies Hacer's gender pay gap using two measures:



1. Average remuneration



2. Median remuneration

The latest figures from the WGEA show modest but meaningful progress.

Hacer's average total remuneration gender pay gap has decreased to 34.2% (from 34.8%). And our median gap has reduced to 38.5% (from 42%), reflecting early signs of improvement in how pay is distributed across the organisation.

Both figures remain above the industry comparison group averages of 25.6% (average) and 28.6% (median). However, the gap between Hacer and the industry has narrowed.

What matters now is our commitment.

Every initiative we introduce, every barrier we dismantle and every opportunity we create moves us closer to an equitable future.

In time, we're confident these numbers will reflect that progress.

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

- ◇ Entrenched stereotypes that have led to disproportionate numbers of men to women in leadership and higher-paying positions
- ◇ 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

The cumulative effect of these challenges has shaped an industry in which women are less likely to hold senior roles. And despite increased efforts to drive gender equity, this legacy means the leadership pipeline still isn't where it needs to be.

While the overall figures provide an important snapshot, breaking them down by role gives a clearer picture – telling us where targeted action will have the greatest impact.

Managers

Role	Hacer Gender Pay Gap 2023-2024	Industry Comparison Group Gender Pay Gap 2023-2024
All managers	32.8%	19.1%
Other executives/general managers	31.0%	31%
Senior managers	27.7%	19%

Non-managers

Role	Hacer Gender Pay Gap 2023-2024	Industry Comparison Group Gender Pay Gap 2023-2024
Overall non-managers	36.0%	17.4%
Professionals	14.2%	16%
Clerical and Administrative	-17.7%	3.5%
Labourers	15.0%	8.6%

Unsurprisingly, the data shows the most pronounced gap at senior levels:

- ◇ Women remain underrepresented in our upper and upper-middle pay quartiles.
- ◇ Part-time roles – often taken due to family commitments – are far more common among women, contributing to pay disparities over time.

That's why building a strong pipeline of **women into leadership** is our focus in the years ahead. Outside the senior levels, there are positive signs:

- ◇ The pay gap for general managers has fallen significantly - down to 31% from 41.7%.
- ◇ The professional-level gap is lower than the industry comparison group.
- ◇ In clerical and administrative roles, the gap is reversed, with women earning more on average than men.

Each shift signals we're moving in the right direction – and we'll keep that momentum going.

Hacer's Gender Diversity and Equality Strategy remains the cornerstone of our approach to change, outlining a commitment 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

Over the past 12 months, we've taken concrete steps to drive progress, including:

- ◇ **Increasing engagement in gender equality initiatives:** Established a Gender Equality Working Group Committee and ran a company-wide survey to gather insights and implement an action plan.
- ◇ **Expanding industry partnerships:** Continued collaboration with Our Watch Institute to promote gender equality and prevent violence against women in the workplace and community.
- ◇ **Fostering an inclusive environment:** Conducted focus groups and training sessions across all levels of the business to drive cultural change.
- ◇ **Improving workplace culture:** Educated staff on gender equality, with dedicated sessions for senior management, site managers and the broader workforce.
- ◇ **Strengthening our talent pipeline:** Continued commitment to our Tertiary Female Graduate Scholarship Program (\$7,000 at RMIT), which guarantees recipients a spot in our graduate scheme.
- ◇ **Creating pathways for leadership:** Launched an internal female mentoring program to support career development.
- ◇ **Ensuring a safe and inclusive work environment:** Invested in a third-party reporting platform (Rely) to allow employees to 'Speak Up' about workplace concerns.
- ◇ **Embedding accountability in our supply chain:** Introduced gender equality clauses in subcontractor agreements and penalties for subcontractors who fail to uphold workplace behaviour standards to improve conditions for women onsite.

Closing the gender pay gap is a complex challenge. But we're determined to be part of the solution.

Every initiative we implement

is laying the foundation for lasting change - creating the pathways, opportunities and support structures that will define the future of women in construction.

This Statement was approved by the Hacer Board of Directors in March 2025.



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