

THIESS

Gender Pay Gap Employer Statement

**2023 – 2024 Workplace Gender Equality
Agency (WGEA) reporting data**

March 2025



Contents

Acknowledgement of Country

Thiess acknowledges and respects the history and contributions of Indigenous peoples in all countries and regions where we operate. At our workplaces across the world, we recognise our responsibility to live and work on country, and with communities, respectfully and with care.

We honour and respect Aboriginal and Torres Strait Islander peoples as having the longest continuous culture on earth and recognise them as the Traditional Owners and Custodians of this land.

About Thiess ⁰³

**What is the
gender pay gap?** ⁰⁴

Our progress ⁰⁵

Our actions ⁰⁶

About Thiess

Thiess delivers sustainable solutions in open cut and underground mining, asset management, rehabilitation and training services across Australia, Asia and the Americas, with more than 12,000 employees globally, and 8,100 employees in Australia across our operating companies. We partner with clients and communities across geographies, environments, commodities and cultures.

We leverage 90 years of expertise and innovation to power our transformation journey towards sustainable mining and beyond.

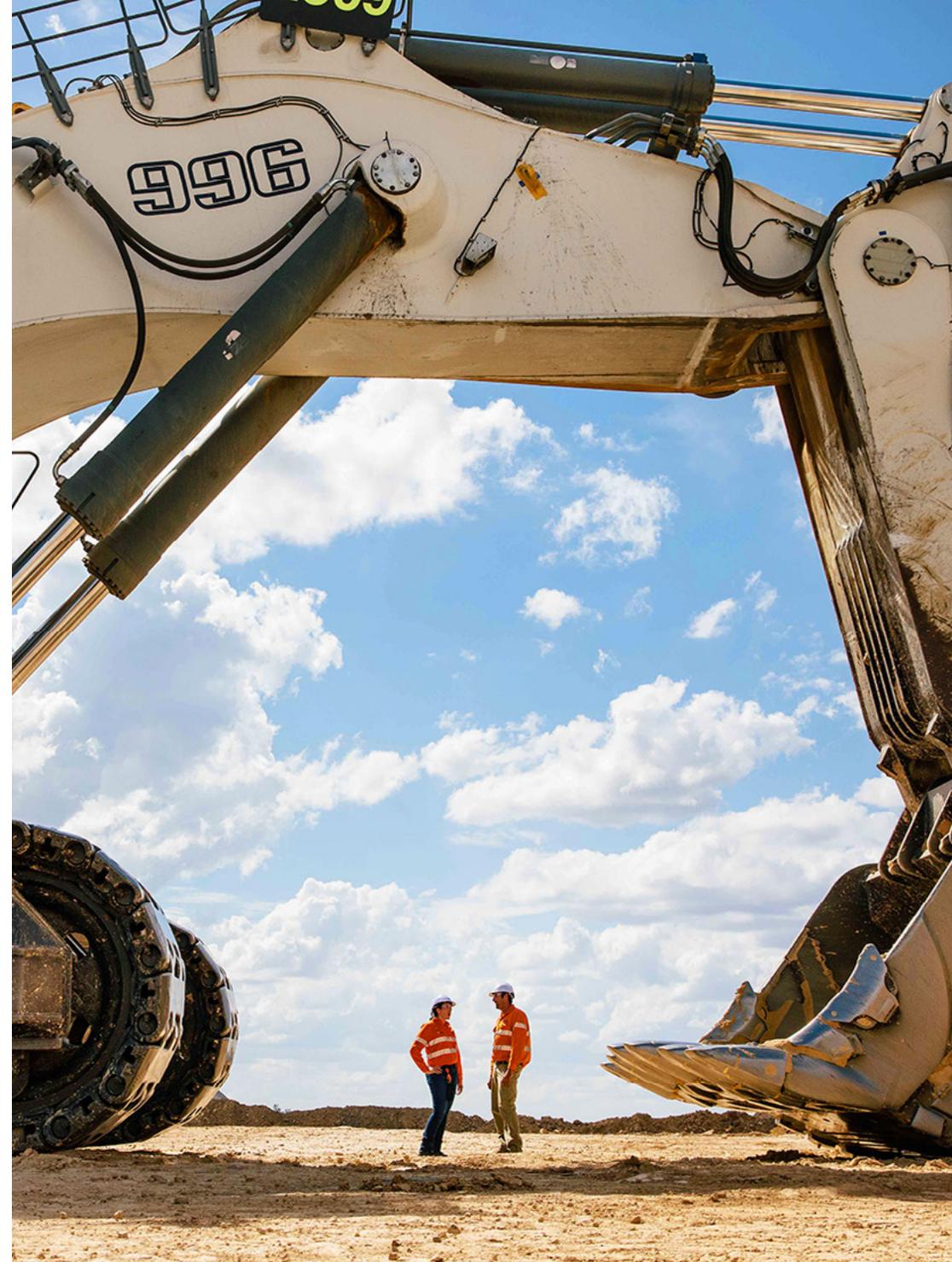
This is encapsulated in Thiess' purpose – Pioneering spirit for a brighter tomorrow, alongside our updated vision – To harness the power of people and technology to drive sustainable change.

To achieve our vision and drive our transformation strategy for a sustainable future, it's essential to unite our global workforce of over 12,000 people.

Our values – Discover, Accountable, Respectful, Empower – have been strategically chosen to drive a high performing, innovative, diverse and inclusive culture as the Group continues to evolve.

At the heart of our Business Strategy, we prioritise the creation of safe, inclusive, and diverse workplaces. We have implemented people management processes and policies that recognise the unique value women bring to our business, and we seek to create a culture that recognises gender diversity as critical to our ongoing success.

We remain committed to taking a leading role in creating change across our industry, which has traditionally been male dominated, and to deliver strong positive action to reduce the gender pay gap by maximising female participation in blue- and white-collar roles. We are also acting to future proof our industry by promoting science, technology, engineering, and mathematics (STEM) education among female students through our school and university programs.



What is the gender pay gap?

The gender pay gap is the difference between the average or median pay of women and men across the organisation and industries. Gender pay gap is not the same as equal pay where women and men are paid the same for performing the same role, as this is a legal requirement.

How is the gender pay gap calculated?

WGEA calculates the gender pay gap for base salary and total remuneration in two ways:

- Average: the average gender pay gap is the difference between women's and men's average earnings, expressed as a percentage of men's average earnings.
- Median: the median gender pay gap is the difference between the median woman's and median man's average earnings, expressed as a percentage of the average man's earnings.

Base salary: wages/salary, annual leave and leave loading, personal leave, employer funded parental leave, penalty rates and shift loadings, salary sacrificed items, worker's compensation payments.

Total remuneration: base salary plus allowances any allowances including bonus payments, cashed-out annual

leave, non-financial benefits, and superannuation.

Median: the middle number of a sorted list of numbers.

Mean: average of a data set, calculated by adding up the numbers and dividing by the total quantity of numbers in the set.



Our progress

For the reporting period of April 2023 – March 2024, Thies in Australia (excluding MACA and RTL) reported the following results to WGEA.

The main influencing factor on the pay gap is the lack of representation of women in leadership and technical roles. We are tackling this head-on with our business strategy goal to increase women in leadership by 5%. We are targeting 30% female representation by 2030.

	AVERAGE TOTAL REMUNERATION GENDER PAY GAP	AVERAGE BASE SALARY GENDER PAY GAP	MEDIAN TOTAL REMUNERATION GENDER PAY GAP	MEDIAN BASE SALARY GENDER PAY GAP
NATIONAL	21.8%	16.7%	18.3%	13.6%
MINING INDUSTRY	19.8%	16.6%	19.9%	17.9%
THIESS	16.5%	13.9%	13.7%	13.9%

4,855 employees	 22% female representation	 20% senior management
	 14% management	 24% women promoted



Our actions

Gender gap reviews

The term gender pay gap does not show the difference between the pay of males and females performing the same role - equal pay. This requires an individual review of all female employees pay against the pay of male employees performing the same level role in the same location. In this regard, we have the following processes in place to ensure equal pay:

- we conduct annual pay equity analysis identifying discrepancies for quick resolution
- during the recruitment process, we conduct a review which compares incoming female pay against incumbent male pay in the same role - where incoming female pay is less it is adjusted to match male pay
- we continue to review the pay of women at each step of our Human Resources processes including at commencement, performance review, promotion, and annual salary reviews.

Business strategy priority

Our business strategy prioritises a diverse and engaged workforce with future focused skills and a safe, healthy and respectful workplace. We are focused on increasing the representation of women in our leadership by 5%.

Our employment pathway programs include targets for female representation including:

- 50% truck operator traineeships
- 20% mechanical trade apprenticeships
- 20% undergraduate and graduate programs
- 2 annual scholarships for women studying engineering disciplines.

Policy and process reviews

We conduct annual reviews of our policies, standards, systems and processes to identify and address any internal systemic challenges including infrastructure and amenities, parental support, recruitment processes, and remuneration.

Some key highlights include:

- hybrid work options for all employees in corporate/office roles
- a range of roster options at our projects
- 16 weeks paid parental leave to primary carers
- annual audits to ensure compliance with infrastructure and amenities standards.





Partnerships with clients and industry

We work alongside our clients to identify ways to improve the capability, culture, work environment and productivity of the project workforce. Initiatives include identifying ways to upskill the workforce through new entrant programs and diversity programs.

We have a strong history of working with Industry associations to collectively affect real change in areas of importance such as gender equity. Examples of industry collaborative initiatives include:

- Minerals Council Australia: our Executive Chair and Chief Executive Officer leads the industry taskforce on Respect @ Work.
- Australian Resources & Energy Employer Association (AREEA) Diversity & Inclusion Advisory Board and Australian Women in Resources Alliances (AWRA) to share industry best practice and develop tools to support the industry in key focus areas to progress gender equality addressing.
- Austmine Accelerating Women in METS program providing opportunities for female STEM university students to gain workplace experience in our Undergraduate vacation program and graduate program.
- Representation on state industry committees, working and reference groups including Queensland Resources Council, Mining NSW and Chamber of Minerals and Energy WA.

- Women in Sustainable Resources and Energy (WISER) prioritising women's visibility and leadership by providing a national platform for networking, education and sharing best practice.

Creating respectful workplaces

Living our values and aligned to our Code of Conduct and Health, Safe & Respectful Workplace Policies and Standards, we do not tolerate harassment, sexual harassment, discrimination, bullying, vilification, or victimisation on any grounds. Our strong stance in these areas is reinforced through regular training for all employees in Code of Conduct, Equal Employment Opportunity (EEO), creating respectful workplaces, sexual harassment and anti-bullying and harassment.

We encourage our teams to speak up and become effective bystanders in addressing inappropriate behaviours.

Consulting with our women employees

A consultation process with women has been established to address issues affecting the attraction, retention, and progression of women, including focus groups and employee experience surveys undertaken during the employee lifecycle to understand any gender-based sentiment variances.



Mentoring opportunities

We support our high potential women to participate in industry and internal mentoring programs to benefit from experience and knowledge that support our women to reach their full potential. Many of our senior leaders, male and female, also participate as mentors in these programs.

- Women in Mining Western Australia
- Women in Mining and Resources Queensland
- AusIMM WIMnet New South Wales and South Australia.

Female talent process

Our talent and succession program has a focus on identifying women with potential to step up into bigger more complex roles. Where appropriate, females are listed as part of each succession plan. These talent identification processes feed into career development plans with opportunities for stretch assignments, training, coaching and mentoring aimed

at retaining and progressing women into more senior roles.

Women in leadership development programs

We have developed specific leadership and development programs for our women focused on maximising the unique leadership skills and potential of women. These programs are aimed developing the capability of women at various levels of seniority, including at the emerging leader, mid-level and senior levels to support their retention and progression.

Reward and recognition

We recognise and raise the profile of women and diverse teams that are leading in their respective fields through award nominations and storytelling internally and externally.

Events and awareness

We recognise a range of key dates that provide an opportunity to celebrate, and raise awareness of key issues recognising the inter-sectional nature of each of our women, including International Day of Women and Girls in Science, International Women's Day, International Day of Women in Mining, International Day Against Homophobia, Biphobia and Transphobia, Wear it Purple, National Reconciliation Week, NAIDOC Week, International Day of People Living with Disability, International Day of the World's Indigenous Peoples.

We are long term supporters and participants in women in mining conferences and events across QLD, NSW and WA.

School programs

We invest in primary and high schools in our local communities, to engage girls and young women to consider a career in the mining industry through providing role model career talks, volunteers for school programs and excursion/site visits to our local projects.

We support industry programs like the AREEA Bright STEM Future and the QRC QMEA Program.

Additionally, we sponsor and support university societies promoting mining-related disciplines, including QUT's GEMS Society and Curtin University's Women in Mining & Resources Academic Club.



There is more to do

While we have made good progress in closing the gender equity gaps in our organisation and industry, there is more to do and we are committed to continual improvements.

For further information contact diversity@thiess.com

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