

AUSTRALIA GENDER PAY GAP REPORT

2024-2025



Terminology

Equal Pay

Equal pay is where employees are paid the same for performing the same work or different work of equal or comparable value. In Australia, this has been a legal requirement since 1969. The gender pay gap is not the same as equal pay.

At AtkinsRéalis, paying our people fairly and equitably is a fundamental principle of our approach to pay and reward. We ensure our policies and practices are fair, and we actively monitor decisions on performance, pay and bonuses, including through the lenses of gender and ethnicity.

Gender Pay Gap

Gender pay gaps are not a comparison of like roles. Instead, they show the difference between the average or median pay of all women and all men within an organisation or across an industry, regardless of their roles or seniority levels.

Average

An average gender pay gap is the difference between the average earnings for men and women, expressed as a percentage of men's average earnings.

Median

A median gender pay gap is the difference between the median of what men are paid and the median of what women are paid, expressed as a percentage of the median man's earnings.

Pay Quartiles

All individual rates of pay are sorted from lowest to highest, including men and women on the same list. The list is split into four equal parts or "quartiles" and we report on the percentage of men and women within each one.

Example Calculation:

Average Gender Pay Gap (WGEA Formula)

Company X employs 7 engineers and 3 directors:



FEMALE

average hourly pay
 $(\$10 \times 3) / 3$
=\$10

MALE

average hourly pay
 $(\$10 \times 4) + (\$20 \times 3) / 7$
=\$14.29

The average gender pay gap is therefore 30%

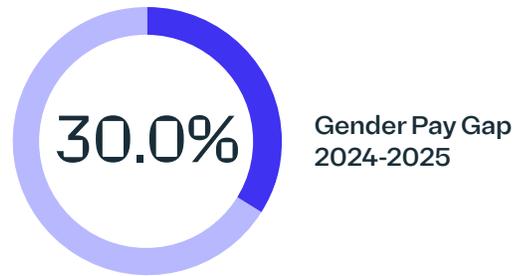
$(\$14.29 - \$10) / \$14.29$

 **AVERAGE female pay**

 **AVERAGE male pay**

Our Results

Our Gender Pay Gap (GPG) for 2024-2025 is 30.0%, a 3.9% improvement over our previous reporting period.



The GPG measures the difference in average remuneration across all roles in an organisation. It **does not** compare like-for-like roles, as equal pay is mandated under the Equal Pay legislation.

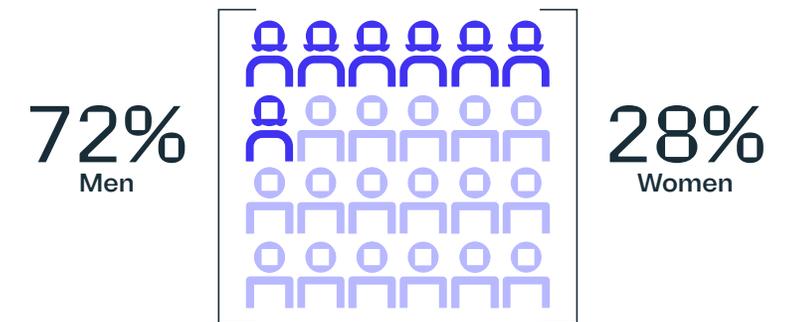
As is common across the engineering sector, our gender pay gap reflects the disproportionate ratio of men to women in our organisation, particularly in senior positions.

For employers in our peer comparison group, Engineering Design and Engineering Consulting Services with fewer than 250 employees, the mid-point GPG was 25.3%.



This comparison highlights the broader, industry-wide challenge of gender representation in senior and higher-paid roles.

At the time the 2024-2025 data was collected, our Australia workforce was 72% men and 28% women. While this imbalance continues to influence our gender pay gap, we are committed to being part of the industry-wide effort to drive sustainable change over the long term.



Our Results

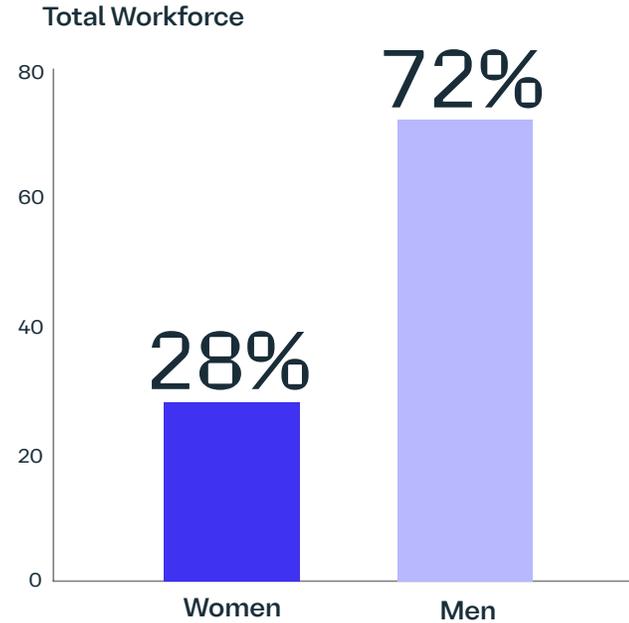
Despite only making up 28% of our team, we are pleased that those women hold 42% of Key Management Personnel roles and 25% of manager roles, reflecting a 10% increase in women in manager roles compared to the previous reporting year.

 Our team
28%

 Key management personnel
42%

 Manager roles
25%

AtkinsRéalis 2023-2024 gender composition by pay quartile



The chart divides the total remuneration full-time equivalent pay of all employees into four equal quartiles. A disproportionate concentration of men in the upper quartiles and/or of women in the lower quartiles can drive a positive gender pay gap.

Upper Quartile

Women **11%** Men **89%**



Upper Middle Quartile

Women **25%** Men **75%**



Lower Quartile

Women **52%** Men **48%**



Lower Middle Quartile

Women **24%** Men **76%**



Note:

Total remuneration for part-time/casual/part-year employees is converted to annualised, full-time equivalent amounts. The gender composition and average total remuneration calculations do not include voluntary data submitted for overseas reporting managers (ORM).

The average total remuneration is rounded to the nearest \$1000.

Our Results

Improving our gender diversity and actively reducing our gender pay gap is a top priority for our Australia business.

Our Different Makes a Difference program focuses on creating inclusive environments, supporting career progression, and addressing barriers experienced by our people.

Our results indicate continued progress. Representation of women across our Australia workforce has increased overall, with improvements seen across the upper middle, lower middle and lower quartiles.

Throughout 2025, we strengthened our focus on developing women through targeted initiatives, including our Dare to Succeed program, which supports emerging women leaders to build confidence, networks, and career influence.

We continued to advance representation of women across the industry; each year we support our people in participating in the Australian Railway Association (ARA) Future Leaders program. This is an exclusive leadership program, equipping leaders with concepts, tools, and networks needed for successful leadership. Our representation of women in this program throughout 2025 was 50%.



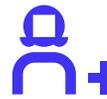
Women promoted in 2025

43%



Senior Leadership Development Program Australia attendees

67%



Women senior leadership team (beginning of 2025)

45%

To further support inclusion, we introduced enhancements to our parental leave policy for our Australia team. These changes removed the waiting period and extended the timeframe for using parental leave to 18 months following the birth or adoption of a child. Employees of any gender can access this leave when acting as the primary carer within that time.

Hearing from our people

We strive to create an inclusive and welcoming place to work for our teams, where everyone can thrive. We regularly check in with our team for their views on our efforts to create an inclusive environment.

Our annual **Vox engagement survey** showed that:



81% of our team indicated they believe that at AtkinsRéalis people are given opportunities to grow, regardless of their background.



85% of our people feel that through Everyone Belongs, our people are valued and recognised, treated with fairness and respect, supported by their colleagues and have access to opportunities.



We're not all the same, and that's our greatest strength. Different views and opinions enhance our ability to provide value-added performance and better services. That's why we believe...
Different makes a difference.

