



Hatch Gender Pay Gap Report

Hatch Employer Statement

February 2026

HATCH

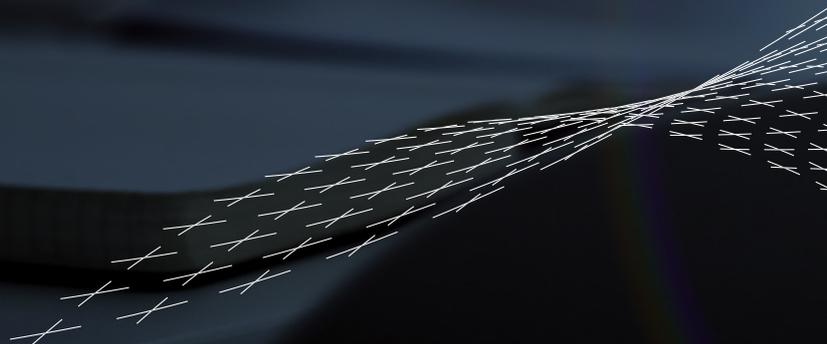
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This Gender Pay Gap Report is prepared in accordance with the relevant legislation and guidelines. The data presented reflects the gender pay gap as of the specified snapshot date and is based on the information available at that time.

While every effort has been made to ensure the accuracy of the data, there may be factors beyond our control that could affect the results. This report is intended for informational purposes only and should not be used as the sole basis for any decision-making. The company is committed to promoting gender equality.

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Date of Report: February 2026

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Message from our Leaders

We are pleased to share Hatch's 2026 Gender Pay Gap Employer Statement, developed to support the public release of our gender pay gap results by the Workplace Gender Equality Agency (WGEA) for the April 2024–April 2025 reporting period. Achieving meaningful and sustainable change requires long-term focus, honest assessment, and purposeful action from leadership at every level.

Over the past year, we have continued to focus on progressing gender equality and importantly launched our **first Gender Equality Strategy and Action Plan (2025–2030)**. Since its launch in June 2025, we have made steady progress in building awareness, capability, and shared accountability for gender inclusion across Hatch.

Our efforts have centred on raising awareness through campaigns, educational content, and participation in industry panels. These initiatives are helping to build a deeper understanding of the drivers and impacts of gender inequality and support more informed and inclusive decision-making across our organisation.

We have invested in building a stronger talent pipeline through partnerships with universities, schools, and industry initiatives that encourage all women including traditionally underrepresented groups such as Indigenous women to pursue careers in STEM and the resource sector. These partnerships are creating pathways for future leaders and a more diverse workforce. At the same time, we have continued to strengthen our workplace policies to better support parents and reinforce a safe and respectful environment.

Our commitment to progress has been recognised externally. We were nominated as a

finalist in the 2026 Equitable Workplace Awards, maintained our **Work180 endorsement**, and continue to work toward retaining our **WGEA Employer of Choice for Gender Equality** citation. These acknowledgements reflect progress, but more importantly, reinforce our determination to keep improving.

Our data shows modest improvement. Our average total remuneration gender pay gap decreased from 28.1% in 2023–24 to 25.6% in 2024–25, a reduction of 2.5%. This improvement reflects a combination of factors, including modestly improved representation of women in higher-paid roles and project-related workforce changes during the reporting period. Over the same period, the industry mid point increased from 21.2% to 24.4%, meaning our relative position also improved – from 6.9 percentage points above the midpoint last year to 1.2 points this year.

We are also performing strongly against several industry benchmarks, including women in management roles (31% compared to our industry benchmark of 23%) and parental leave uptake by men (34% compared to 28%). Encouragingly, voluntary turnover among senior women reduced during the reporting period, an important step in strengthening diversity in our leadership group.

While these results are encouraging, **our gender pay gap remains high**. The primary drivers continue to be the **underrepresentation of women in senior roles and limited gender diversity in site-based roles**. These are long-standing and structural challenges, both within our organisation and across the industry we serve. While we have improved gender balance in graduate recruitment and middle career cohorts,

progress at senior levels has been slower. This will remain a key area of focus for us going forward.

We also recognise that change is not just about numbers. Workplace culture, decision-making, and access to opportunities all play a critical role in shaping outcomes over time. In 2026, we will invest further in people development and training to strengthen inclusive decision-making and embed fairness into everyday practices. All hiring managers will complete refreshed gender inclusion training, supported by practical tools and guidance to enable fair and consistent decisions.

We will undertake further analysis to identify clear opportunities to improve diversity of representation in senior roles across all business units and better understand the barriers to the participation of women in site-based roles. This includes exploring practical ways to improve access, capability development, and work-life flexibility at all levels of the organisation. Alongside this, we will continue to support emerging leaders through mentoring and sponsorship programs and maintain transparency by reporting our progress quarterly.

We recognise that meaningful change takes time. Real progress takes time, persistence, and accountability. **Despite the challenges reflected in our gender pay gap, we remain committed to listening, learning, and taking meaningful action.** Our focus is on practical steps that make a difference: building capability, creating fair and inclusive processes, and ensuring opportunities are accessible to everyone.

We will continue to challenge stereotypes and traditional gender norms that limit opportunity, ensuring our policies, behaviours and decision-making actively support a more inclusive and equitable workplace that contribute to changes in our broader community. We are taking deliberate action to call out and address gendered bias in recruitment, talent development and everyday interactions, reinforcing our commitment to fairness and equal opportunity.

Achieving gender equality is not only about representation, but about creating a culture where everyone can contribute and succeed. Our aim is to be transparent, measure our progress, and build a workplace that reflects the diversity of the clients and communities we serve, and set a standard for our organisation.



Helen Turner
Human Resources
Director



Claude D'Cruz
Regional
Managing Director



Leigh Cowan
Diversity & Inclusion
Committee Chair

Executive Summary

Hatch's 2026 Gender Pay Gap Report highlights modest progress in the gender pay gap for the Australian operations for the reporting period of April 2024–April 2025. This was influenced by shifts in the gender balance of workforce composition, supported by strengthened leadership accountability, and continued cultural change.

Despite these positive movements, structural imbalances, particularly the concentration of men in senior, technical, and site based roles, continue to drive a comparatively high median gender pay gap. Tackling legacy organisational structure and composition is critical to achieving greater equity and diversity.

Progress in 2024–25

Gender Pay Gap

28.1% ▶ 25.6%

More representation of women in higher paid roles

Median Pay Gap

35.9% ▶ 35.2%

Driven by composition, not unequal pay

100% Leadership Retention

Zero Voluntary Manager Turnover
(for all genders for the reporting period)

Rising Men's Parental Leave: A Shift Toward Shared Care

Growing Trend: Men's participation in primary carer leave continues to increase

Cultural Shift: Indicates progress toward shared caregiving and flexible work

Key Contributors to the Gap

The gender pay gap is predominately shaped by workforce distribution patterns across roles and levels. Key drivers include:

Women underrepresented:

in high-paying, senior, technical & site roles

Highest Pay Gap Driver:

Male-Dominated Upper Quartile

High female concentration :

in lower-paying support roles limits efforts to close the gender pay gap

In the 2024–2025 reporting period

28% of promotions were women

18% of these promotions advanced to senior roles

Need to ensure parity in Promotion Rate
(currently 14.4% women vs 15.9% men)

Industry Benchmarking

Relative to our WGEA Industry Comparison Group 'Engineering Design & Consulting firms (500–999 employees)'

25.6%

Hatch

Slightly above the industry average

24.4%

Comparison Group

Stronger Culture, Ongoing Structural Challenges

35.2%

Pay Gap

High Upper Quartile Driver

31%

Women in Management

Outperforming Peers

34%

Men's Parental Leave

Outperforming Peers

Actions Delivered in 2025

In alignment with the Hatch Gender Equality Strategy and Action Plan (2025–2030), key actions progressed include:

Increasing gender equality awareness through education, campaigns & visible leadership

Key elements retained: Awareness, Education/ Campaigns, Leadership

Enhanced Parental Leave & Return Support

Equal access provisions & Improved reintegration
Goal: Reduce long-term career impact

Building the Future Talent Pipeline

University Partnerships

Collaborative education and recruitment

Hatch Women in Engineering Scholarships

Supporting diverse high-achievers.

Supporting STEM pathways for girls

Hands-on workshops & mentoring for girls in years 9–12

Industry STEM Initiatives

Empowering women & Indigenous women in resources

Strengthening Our Workplace Culture

Policy Refresh: Updating Sexual Harassment, Equal Opportunity, and Bullying policies to meet best practice standards.

Legal Alignment: Ensuring full compliance with the latest legislative requirements.

Empowered Reporting: Creating clearer pathways for staff to speak up safely.

Accountability: Strengthening organisational oversight and responsibility.

Priorities for 2026

Focus areas for accelerating progress include:

- 1 Attract, retain and advance a diverse workforce** — supported by annual pay equity reviews, improved visibility of internal positions and progression pathways.
- 2 Increasing women's representation in upper quartile roles** through targeted succession, sponsorship, and balanced hiring practices.
- 3 Identifying and addressing barriers** to gender equality across site roles, flexible work, and parental leave.
- 4 Launch updated workplace policies** that reinforce Hatch's commitment to a safe and respectful workplace.
- 5 Strengthen inclusive leadership capability** through tools, training and clearer decision making expectations.

Continuous Improvement

Representation Matters

Prioritising women in high-impact, senior roles.

Sustainable Pipelines

Investing in the next generation of women professionals and future leaders and leaders.

Award-Winning Progress

Recognised by Work180, WGEA, and the 2026 Equitable Workplace Awards.



Why (& How) does WGEA report our Gender Pay Gap

This is our third annual report on Hatch (Australia)'s gender pay gap (GPG). Under the Workplace Gender Equality Act 2012, it is a legislative requirement for businesses with more than 100 employees to report their gender pay gap, and since 2024, this information has been published by the Workplace Gender Equality Agency (WGEA).¹ Research, including findings from the OECD in 2023, shows that making pay gap data public drives greater accountability and accelerates action to reduce gaps.²

The gender pay gap is not the same as equal pay for equal work³, which has been a legal requirement in Australia since 1969. The gap measures the difference in average earnings between women and men across an organisation or industry. Pay gaps reflect structural and compositional factors—such as more men in senior, higher-paid roles, the underrepresentation of women in leadership, or more women in lower-paid roles⁴. These factors are widely recognised as the most significant drivers of pay gaps globally.

While our current challenge is the underrepresentation of women in senior and site-based roles, it is important to note that gender pay gaps can exist in either direction. A negative gap, where women earn more on average than men, can occur in organisations or sectors where men are underrepresented. Our aim is not only to reduce the gap but to build a workplace that values diversity and provides equal opportunity for all of our workforce.

Publishing gender pay gap data is intended to create transparency and encourage targeted action.⁵ International research and WGEA's analysis show that organisations that set measurable targets for women in leadership, establish clear accountability, and invest in inclusive practices, reduce their gaps faster. Alongside public reporting, Hatch conducts annual pay equity reviews to monitor and confirm that people in comparable roles are paid fairly regardless of gender. These reviews help us identify any issues early and make corrections through our scheduled remuneration processes.

This report provides a snapshot of our gender pay gap and the actions that we are taking to implement our Gender Equality Strategy and Action Plan (2025 to 2030) to build a more balanced and inclusive workplace.

+ What is included in WGEA's public reporting?



Employer-level gender pay gaps

Published as median and mean base salary and total remuneration.



Pay quartiles

Shows the workforce split into four equal remuneration groups, ranked lowest to highest, to highlight how the distribution of women and men across pay levels influences the gender pay gap.



Comprehensive remuneration data

Covers salary, penalty rates, shift and leave loadings, superannuation, bonuses, overtime, etc. WGEA excludes shares from all GPG calculations.



All employees counted

Includes full-time, part-time, and casual staff, with part-time and casual roles converted into full-time equivalent earnings.



Workforce composition

Includes gender representation by level and employment type.



Industry comparison

Our results are benchmarked against other organisations in our sector.



CEO pay

Provides a complete picture of upper-level remuneration.

Source: wgea.gov.au

+ What has changed since last year?



Combined reporting

For the first time in March 2026, WGEA will combine private and Commonwealth public sector pay gap data into a single publication, boosting transparency across sectors.



New legislative requirements

Employers with 500+ staff must establish three measurable gender equality targets, report on them by April 2026, and demonstrate progress over three years.



Expanded data release

This year's dataset expands on earlier WGEA publications, with more detailed total remuneration and pay quartile information.

+ What is not included?

Individual employee pay data is never published

Only aggregated organisational-level figures are included.

Equal pay comparisons

'Same role, same pay' are not part of the published data; the gender pay gap measures overall averages.

Adjustments for experience, tenure, performance, or qualifications

These factors are not included in the calculation.

Detailed breakdowns

Business unit, location, or discipline are not included; reporting is at the employer level.

Contextual drivers of the gap

Workforce composition or market conditions are not reflected in the published numbers – these are explained in this Employer Statement.

Non-binary gender data

Is not currently reported in WGEA's published pay gap figures.

Key Takeaways

- Public reporting of gender pay gaps is mandatory for employers with 100+ employees under the Workplace Gender Equality Act 2012.
- Since 2024, WGEA has published employer-level gender pay gap data to increase transparency and strengthen organisational accountability.
- Gender pay gap is not the same as equal pay for equal work: It reflects difference in average earnings across the organisation, not pay for the same role.
- Transparency drives change: research shows that public reporting of pay gaps accelerates action and supports faster progress in reducing gaps.
- Gender pay gaps are largely driven by structural factors. At Hatch, this includes underrepresentation of women in senior and site-based roles.
- Hatch conducts annual pay equity reviews to ensure people in comparable roles are paid fairly, and to identify and address issues early.
- From 2026, employers with 500+ employees must set three measurable gender equality targets and report progress over a three-year period.

Our Gender Pay Gap

Are We Making Progress?

Progress on gender equality is measured by looking at trends in our gender pay gap over time, alongside the actions we are taking to address the structural factors that influence it. The gender pay gap (GPG) reflects differences in representation across roles and pay bands, it is not a measure of unequal pay for same job.

Overall Progress

During the 2024–25 reporting period, Hatch recorded a modest improvement across most gender pay gap measures:

- Our average total remuneration gender pay gap **improved from 28.1% in 2023–24 to 25.6% in 2024–25** – an improvement of 2.5 percentage points.
- Our median total remuneration gap **moved slightly, from 35.9% to 35.2%**, and the median base salary gap reduced from 35.0% to 34.7%.
- Our **average base salary gap also improved, from 24.7% to 23.8%**.

These movements indicate some positive momentum; however, year-on-year changes can be influenced by workforce composition and project dynamics as well as longer-term structural change.

Hatch Gender Pay Gap 2022–2025

All Employees	2022–23	2023–24	2024–25
Average (mean) total remuneration	24.4%	28.2%	25.6%
Median total remuneration	35.4%	35.9%	35.2%
Average (mean) base salary	24.1%	24.8%	23.8%
Median base salary	35.9%	35.0%	34.7%

**Reported February of the following year*

1. Note: The 2022–23 gender pay gap does not include the remuneration for CEOs, Heads of Business or casually employed managers and is therefore directly comparable to later years.

2. Source: Workplace Gender Equality Agency | WGEA Reporting: Executive Summary

What contributed to this change?

The reduction in our gender pay gap during 2024-25 reflects a combination of workforce movements, retention outcomes, and cultural indicators:

- **Progression through the pipeline:** Women represented 28% of all promotions, and of those promoted, 18% advanced into senior roles. This demonstrates continued advancement for women across the organisation and reflects positive movement through the leadership pipeline.
- **Retention at senior levels:** There were no voluntary resignations recorded at the manager level (all genders) during the reporting period.
- **Cultural indicators:** Ongoing uptake of primary carer parental leave by men signals progress toward shared caring responsibilities, which supports long-term pay equity by reducing gendered impacts on career progression.
- We also maintained strong parental leave policies (14 weeks paid leave, with no minimum service to qualify, and including superannuation on all leave up to 52 weeks) and continued proactive actions such as pay equity reviews and strengthening harassment prevention and reporting practices.

Why the difference between average and median?

The average pay gap is sensitive to changes at the top end of the pay distribution, such as movements among executives and senior leaders. When women move into higher-paid roles or senior outliers change, the average pay can shift more noticeably.

The median pay gap reflects the mid-point of earnings and only changes when a large portion of employees experience movement. This is why median gaps tend to shift more slowly and remain relatively stable over time.

Where We Improved Most

The most notable improvements were seen in non-manager roles:

- **Clerical & Administrative:** gap reduced by 7.3 percentage points (19.2% > 11.9%).
- **Professional roles:** improvement of 3.9 percentage points (28.6% > 24.7%).
- **Technicians and Trades:** improvement of 2.7 percentage points (14.0% > 11.3%).
- **Manager roles:** smaller improvement overall (17.7% > 17.0%).

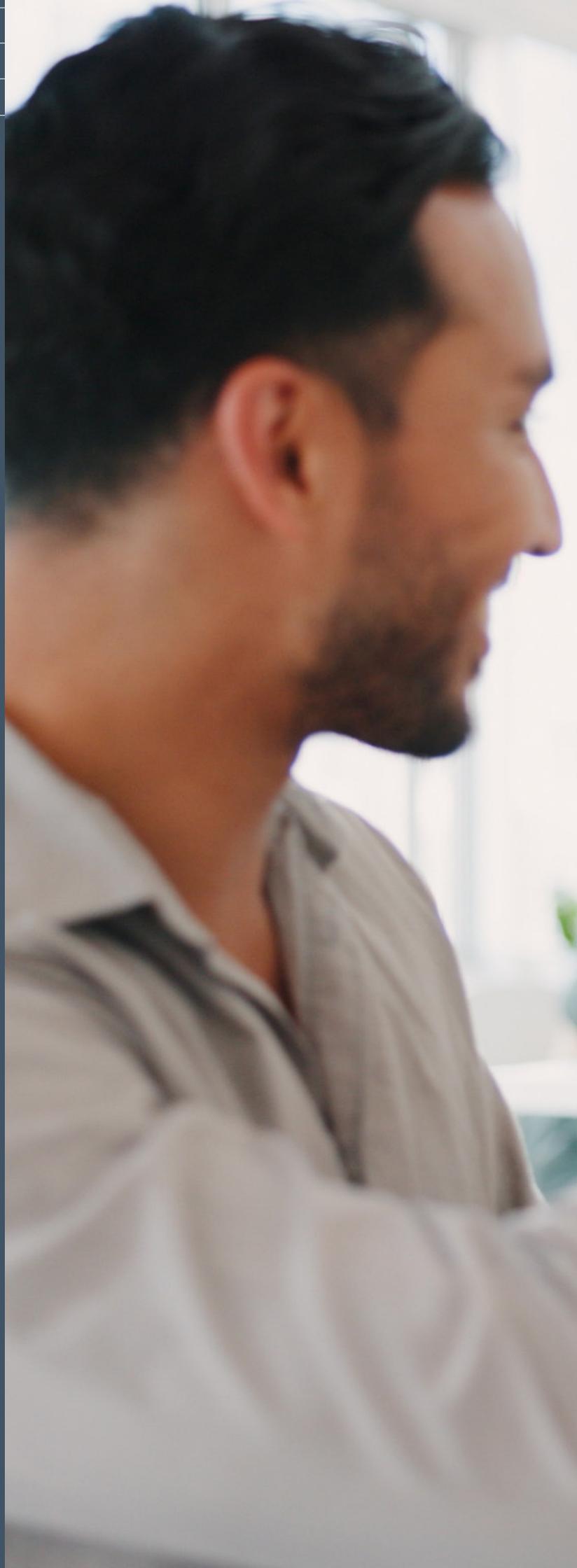
Trends and Composition Changes

While some improvement is evident, particularly in non-manager roles, the median gap remains high. This reflects the continued concentration in the AUA Region of men in senior leadership and site-based roles that attract higher-remuneration. The gender pay gap can also be volatile year-to-year, as movements in senior and site-based roles are influenced by business needs and project lifecycles.



Key Takeaways

- Improvement in average pay gap measures indicates some positive momentum, but **structural challenges remain**, particularly in senior and site-based roles.
- Our **Gender Equality Strategy and Action Plan (2025–2030)** focuses on **leadership accountability, inclusive practices**, and strengthening the pipeline to address these long-term drivers.
- **Annual pay equity reviews** are conducted to identify and address any unexplained gender-based pay differences in comparable roles. The gender pay gap primarily reflects workforce composition rather than unequal pay for equal work.





What Is Driving Our Gap?

Our gender pay gap is primarily driven by workforce composition. In particular it reflects where women and men are represented across roles, levels, and pay bands. Key contributors include:

- A higher proportion of men in senior leadership and site-based roles, which typically attract higher base pay as well as additional allowances and incentives; and
- The underrepresentation of women in technical and leadership roles, particularly in site-based environments that are associated with higher remuneration.

Pay quartiles and structural drivers

Analysis of our pay quartiles highlights how these structural factors manifest across the organisation:

- **Upper quartile:** This quartile remains heavily male-dominated and has shown limited movement year-on-year. It includes senior leadership and specialist technical roles that attract higher base pay, bonuses, and allowances, and therefore has the greatest influence on the overall gender pay gap.
- **Middle quartiles:** These quartiles show incremental improvement in female representation, signalling progress in mid-level professional and technical roles. This trend is encouraging and supports the development of future leadership and technical pipelines.
- **Lower quartiles:** Women are strongly represented in the lower quartiles, however these roles are generally lower paid and concentrated in administration and support functions. As a result, they have limited impact on reducing the overall gap unless movement occurs further up the pay distribution.

The persistence of a high median gender pay gap reinforces that representation at the highest paid roles remains the core challenge. While movement in mid-level roles are positive, progress in senior leadership and site-based positions will deliver the most significant impact.

Additional contributing factors

Our gender pay gap is also influenced by broader workforce patterns that are common in our industry:

- **Gender distribution across pay quartiles:** Men are more concentrated in the upper pay quartiles, while women are more represented in lower quartiles, creating a structural imbalance in average earnings.
- **Occupational segregation:** Women remain underrepresented in specialist engineering, technical and senior management roles, which typically attract higher salaries and performance incentives. This pattern reflects long-standing workforce and industry trends, including lower participation of women in STEM pathways and the cumulative impact of career interruptions that can stall progression into senior or specialised positions. We also see the legacy of traditional gender norms that have historically shaped education choices, access to site-based experience, and confidence in pursuing technical career pathways. Addressing these systemic factors requires sustained investment in early-career attraction, sponsorship, re-entry support, and targeted development opportunities.
- **Managerial representation:** Although progress has been made, men continue to hold a larger proportion of senior management roles, which carry higher base salaries and performance incentives.



- **Allowances and incentive payments:** Site-based and project roles often include additional allowances (e.g., travel, remote work, overtime) and are more commonly held by men, widening the overall gap.
- **Career patterns and flexible work:** Women are more likely to experience career interruptions related to parental leave or part-time work, which can influence progression into senior roles and affect earnings over time⁽⁷⁾. Our Keep in Touch program is one way that we maintain regular connection with employees on parental leave to ensure employees remain engaged and positioned for career recommencement and progression.

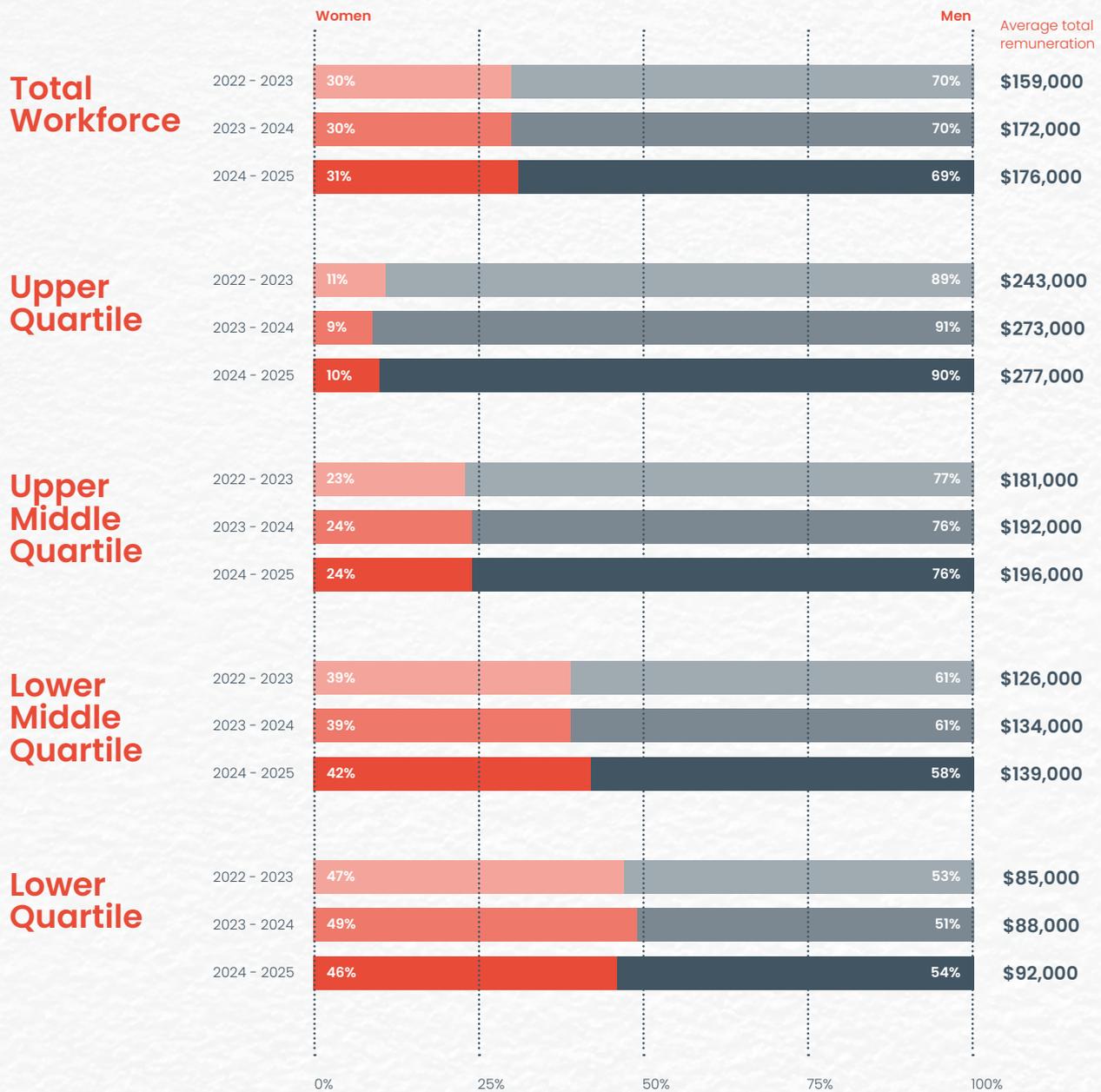
Together, these factors explain why the gender pay gap persists and why meaningful change requires sustained focus on increasing representation in leadership and technical pathways, improving access to site-based roles, and embedding flexible work practices that support career progression for everyone.

Key Takeaways

- **Leadership and site-based roles drive the gap:** Men remain overrepresented in senior leadership and site-based positions, which attract higher base pay as well as additional allowances and incentives.
- **Upper pay quartile is critical:** The top quartile continues to be heavily male-dominated. Because these roles carry the greatest remuneration, they have the strongest influence on the overall gender pay gap.
- **Pipeline progress is visible:** Gradual improvement in female representation in the middle quartiles indicates positive movement in mid-level professional and technical roles supporting future leadership pathways.
- **Lower quartiles are not the leverage points:** Women are strongly represented in the lower quartiles; however, these roles are generally lower paid and therefore have limited impact on reducing the overall gap.
- **Additional factors matter:** Site-based allowances, incentive payments, and career interruptions (such as parental leave) continue to influence earnings and progression.
- **Closing the gap requires focus:** Accelerating progress into senior leadership, technical, and site-based roles will have the biggest impact on materially reducing the gender pay gap.

Hatch Workforce Composition 2022-2025

Percentage of gender composition of workforce across pay quartiles



Notes:

- Part-time/casuals/part-year employees are annualised to full-time equivalent for average total remuneration and does not include voluntary salary data submitted for CEP, Head of Business(es), overseas managers and casual managers.
- The average total remuneration is rounded to the nearest \$1,000.

Our Gender Pay Gap *Industry Comparison*

Gender Pay Gap (GPG)

Industry benchmarks provide useful context but should be interpreted with consideration to context, as organisations within the comparison group may differ in workforce mix, geographic footprint, and role profiles.

Compared to our industry benchmark (Engineering Design & Consulting organisations with 500–999 employees), Hatch's gender pay gap remains above the industry mid-point, despite year-on-year improvement.

- Hatch's mean total remuneration GPG is 25.6%, compared to the industry mid-point of 24.4%.
- Hatch's median total remuneration GPG is 35.2%, which is significantly higher than the industry benchmark median of 24.2%.
- While Hatch's results improved from 2023–24 (mean 28.1% and median 35.9%) we continue to sit above industry midpoints. This highlights that structural imbalances—particularly in the most senior and highest paid roles—remain the key challenge.

Workforce Composition Comparison

When compared to our industry peers, Hatch demonstrates relative strength across the lower and middle pay quartiles, but continued underrepresentation of women in the highest paid roles:

1. **Overall representation is improving:** Women now make up 31% of the workforce, up from 30% last year, and above the comparison group (26%).
2. **Upper quartile remains the key challenge:** Women hold 10% of roles in Hatch's highest pay quartile, compared with 14% in the comparison group. Given the weighting of these roles, this structural imbalance is the primary driver of our gender pay gap relative to industry peers.
3. **Middle quartiles show progress:** Representation of women in the lower middle pay quartile increased from 39% to 42%, exceeding the comparison group (29%). This indicates progress in building a pipeline of women in professional and technical roles with potential for future leadership progression.
4. **Lower quartile remains female dominant:** Compared with peers, Hatch has a higher representation of women in the lowest pay quartile (46% compared with 39%). As roles in this quartile are predominantly lower paid, this concentration does not positively influence the overall gender pay gap and highlights the importance of progression into higher-paid roles.

Industry Benchmark Trends and Cultural Indicators

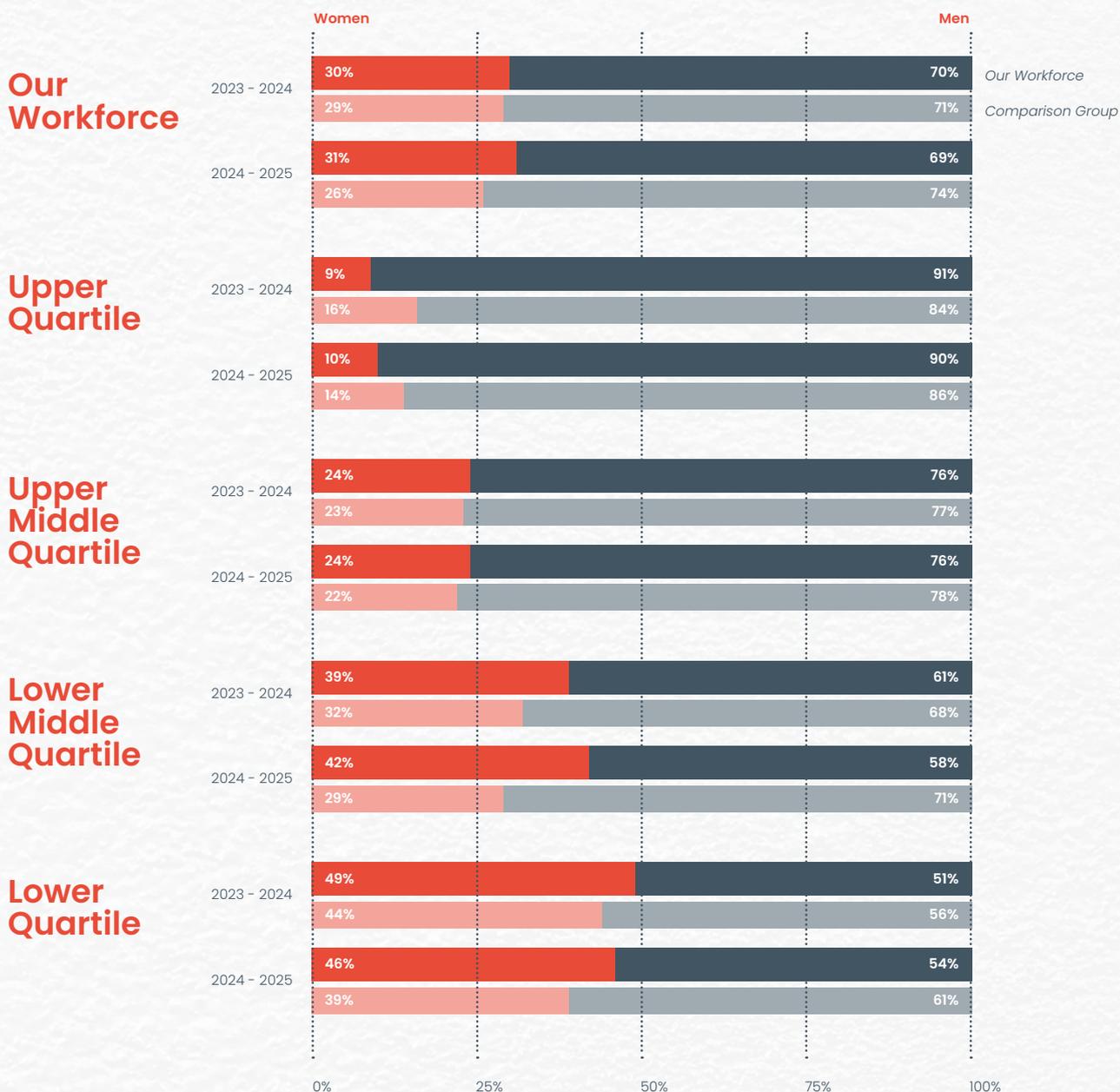
- Across the industry comparison group, representation of women in the upper quartile declined slightly from 16% in 2023–24 to 14% in 2024–25. Hatch improved marginally from 9% to 10%, but still lags behind peers.
- Hatch exceeds the comparison group in women in management (31% compared to 23%) and in primary carer parental leave uptake by men (34% compared to 28%), indicating positive cultural and policy setting relative to peers.
- These indicators suggest Hatch is comparatively well positioned in terms of talent pipeline and shared culture; however, accelerating progress in senior leadership, technical, and site based roles remains essential to closing the gap.

Key Takeaways

- **Overall representation is higher than peers:** Hatch’s overall female representation (31%) exceeds the industry comparison group (26%), indicating progress in workforce diversity.
- **Upper quartile remains the key challenge:** Women hold only 10% of roles in the highest pay quartile, compared with 14% in the comparison group. This concentration at the top is the most significant driver of the gender pay gap.
- **Pipeline strength is evident:** Hatch outperforms industry peers in the lower-middle quartile (42% vs 29%) and maintains stronger overall female representation, signalling a strengthening pipeline of women in professional and technical roles.
- **Lower quartile representation is strong but not transformational:** Compared with peers, Hatch has a greater concentration of women in the lowest pay quartile (46% versus 39%). Given that roles in this quartile are generally lower paid, this concentration does not contribute to reducing the overall gender pay gap and reinforces the importance of progression into higher-paid roles.
- **Industry-wide progress at the top remains slow:** Both Hatch and the industry comparison group are seeing limited improvement in upper quartile diversity, underscoring the need to accelerate progress in senior leadership and site-based roles..
- **Culture indicators support future progress:** Hatch is ahead of the comparison group in women in management (28% vs 23%) and men’s uptake of parental leave (34% vs 28%), supporting longer-term leadership balance.

Industry Comparison: Workforce and Pay Quartile 2023–2025

Percentage of gender composition of total workforce and pay quartiles
(Hatch and WGEA Industry Comparison Group)



Note: Total remuneration for part-time/casual/part-year employees converted to annualised full-time equivalent amounts.



Driving Change: *Highlights from 2025*

While the gender pay gap provides an important measure of progress, sustainable change is driven by actions and systems that influence representation, opportunity, and culture over time. In 2025, we took several deliberate steps to embed gender equality across Hatch through increased capability, accountability, and targeted action.

Our Gender Equality Strategy and Action Plan (2025–2030) sets out clear actions under five key goals:

- **GOAL 1:** Building leadership capability and accountability
- **GOAL 2:** Promoting an inclusive, safe and respectful workplace
- **GOAL 3:** Fostering workplace conditions that support gender equality
- **GOAL 4:** Improving gender composition and balance
- **GOAL 5:** Developing the pipeline and retaining a gender-diverse workforce

Our progress since we launched our GEAP in June 2025 includes:

- **Strengthening a safe and respectful workplace:** We reviewed and updated our Sexual Harassment, Equal Opportunity, and Bullying and Harassment policies to align with current legislation and incorporate best-practice standards. These updates provide clearer reporting pathways, stronger protections, and increased accountability, supporting a workplace where inappropriate behaviour is not tolerated.
- **Enhanced parental leave and return-to-work support:** We updated our Parental Leave Policy to provide equal access for all parents, alongside improved support for employees returning from parental leave. These changes are designed to support shared caring responsibilities and reduce career impacts associated with time away from work.
- **Building the future talent pipeline:** Our partnerships with universities, schools, and industry organisations remain central to increasing participation of women in STEM and resources careers. In 2025, this included Industry partner for University of Queensland Women in Engineering Program; sponsorship of Newcastle University Women in Engineering; and ongoing sponsorship of the Hatch's Women in Engineering Scholarships with Curtin University and the University of Queensland, participation in Curtin University's Girls in Engineering Tomorrow program targeting Year 9-11 students, and expanded involvement in initiatives such as IWIMAR (Indigenous Women in Mining and Resources). These partnerships help strengthen long-term pathways into technical and leadership roles.
- **Building awareness and understanding of gender inequality:** Throughout 2025, we delivered targeted initiatives to deepen understanding of the drivers and impacts of gender inequality. This included campaigns aligned with International Women's Day, published articles exploring the connection between gender inequality and gender-based violence, and education highlighting the history and significance of Equal Pay Day. In parallel, our leaders actively contributed to external advocacy through industry panels that promote gender diversity and inclusive leadership.
- **Leadership accountability and governance:** Gender equality progress, including gender pay gap trends and workforce composition, was reviewed by the Regional Leadership Team during 2025 to inform priority actions and resource allocation.
- **Strengthening data-informed decision-making:** Gender workforce and remuneration data was used to inform promotion, succession planning and remuneration decisions, supporting more consistent and equitable outcomes across the organisation.
- **Embedding change into practice:** Increased uptake of primary carer parental leave by men and continued improvement in internal progression indicators suggest early cultural shifts that support longer-term pay equity and leadership balance.

Reflecting our commitment to continuous improvement, we were proud to be nominated as a **finalist in the 2026 Equitable Workplace Awards**. We also maintained our **Work180 endorsement** and continue towards retaining our **Employer of Choice for Gender Equality citation** from WGEA. These recognitions reflect steady progress and reinforce our commitment to benchmarking against best practice as we continue to strengthen gender equality outcomes.



Closing the Gap: *Our Commitments for 2026*

Our focus areas for 2026 are aligned with the priorities and actions detailed in our Gender Equality Action Plan (2025–2030). This includes continuing to strengthen awareness of the drivers of gender inequality and building capacity and capability across our business to improve gender composition and balance.

External research reinforces this direction: UN Women’s Gender Snapshot 2025¹⁵ highlights that persistent systemic barriers continue to undermine progress towards gender equality globally, calling for renewed investment and organisational accountability to shift outcomes.

In Australia, the Bankwest Curtin Economics Centre’s Gender Equity Insights 2025: The Power of Balance shows that organisations that take deliberate action—such as strengthening retention, improving representation, and embedding equity practices—see lower staff turnover, more women in leadership, and stronger organisational performance. These findings underscore the importance of our strategic focus and the actions we are prioritising for the year ahead.

Key actions for 2026 align with our focus areas of retention, improving balanced representation; advancing workplace conditions; and building capability across the business:

01

Attract, retain and advance a diverse workforce

- Report on rates of promotion per gender; proportion of men and women receiving bonuses; and proportion of performance review outcomes for each gender for annual report to the Regional Leadership Team.
- Undertake analysis of annual data for pay equity and identify any factors or gaps that require adjustment and develop action plan to address any identified gaps and report to Regional Leadership Team.

02

Improve representation of women across the business

- Identify and monitor gender balance targets across all Business Units, informed by workforce composition and pipeline analysis.
- Increase representation of women in upper quartile roles through succession planning and sponsorship.
- Maintain 50% gender balance in graduate intake and achieve ≥40% women in external hires; with 1:3 interview slate requirements retained; 1:2 interview slate for graduates.
- Increase visibility of internal job opportunities and identify barriers for uptake of site-based positions for women to improve diversity and opportunities.

03

Foster workplace conditions that support gender equality

- Survey our team to understand lived flexibility experience for employees at Hatch; and communicate a consistent approach to flexible working across the business.
- Launch updated Equal Employment Opportunity, Bullying and Harassment, and Sexual Harassment Policies that incorporate best practice and reflect updated legislative requirements.
- Monitor and evaluate the effectiveness of Parental Leave support programs, and the utilisation of parental leave options.
- Review exit interview questions to ensure they capture gender-specific experiences and identify any gender-related concerns for action.
- Conduct stay interviews to gain insights into the lived experience of current employees.

04

Build leadership capability and promote an inclusive culture in our decision making

- Review and identify opportunities for leaders to enhance their external exposure and expand their networks.
- Enhance access to resources and support for all Senior Leaders about the importance of Gender Equality and Inclusion.
- Equip people managers with resources to enhance their gender-sensitivity competence, promote gender-inclusive decision making, and cultivate an inclusive, gender-equal workplace.
- Provide refresher training on gender equitable and inclusive recruitment practices and bias and inclusion and roll out to our Talent Acquisition team and Hiring Managers.

Strengthening Pathways to Diversity

Creating meaningful and lasting change requires sustained commitment and collective responsibility, both within Hatch and across the broader industry. Addressing this challenge calls for ongoing, targeted interventions and proactive measures to strengthen the talent pipeline across the disciplines in which we operate – from school, to university, to the workforce – where representation progressively narrows at each stage.



STEM (overall)

Despite accounting for ~37% of university STEM enrolments, women make up only ~15% of the STEM workforce, demonstrating sustained talent attrition. Senior representation in STEM-qualified industries also lags men.⁶



Engineering

Women are ~13–15% of the engineering workforce; Engineers represent just 8.5% of all Australian graduates, exacerbating existing talent supply constraints. Women remain <20% of engineering enrolments and <25% of graduates.^{7,8,9}

Offered 12 university scholarships across the region including Hatch Women in Engineering Scholarship – University of Queensland & Curtin University

Curtin University's GET (Girls in Engineering Tomorrow)

Major Sponsor of AusIMM (Australian Institute of Mining and Metallurgy) for International Women's Day 2026

Sponsored four teams in the FIRST Robotics Australia competition and had staff volunteer as judges at the 2025 Southern Cross Regional Event

Regular attendance at Career Fairs across all partner universities

Sponsorship of WIMAR (Women in Mining and Resources) in QLD and WA

Broad support for Student Associations and Groups (Mechanical, Process, Chemical, Computer Science) including participation at networking events and career expos

Participation in Industry Panels including Curtin CSME Industry Panel, and UWA GENG3000 Industry Event

Women in Engineering Industry Partner (University of Queensland and Newcastle University)

Hosted Industry Open Day for high school girls – Brisbane



Urban Planning & Urban Design

Comparatively strong early-career gender pipeline (women now entering the profession at close to parity having grown by 113% since 2006). Despite this promising entry-level representation, women remain under-represented in senior planning and design roles and continue to experience pay inequity, with female planners earning less on average than their male counterparts and more likely to work part-time, which slows progression.



Advisory & Urban Economics

Women make up one third of the economics profession, with the largest gaps at senior levels and in influential advisory roles.¹¹



Digital / data / tech

Women hold ~20% of highly technical roles and exit mid career at almost double the rate of men; targeted interventions are needed at early school, late school/university selection, and mid career points.¹²

Judging of student projects across a number of planning and design units for universities in each state

Guest lecturing at Curtin University, UWA, University of Sydney, RMIT including urban planning, urban design, international planning

Sponsor of AUDRC (Australian Urban Design Research Centre) final year project award - UWA

Judge and Sponsor of Site + Design Award (Curtin University)

Sponsor of Planning Economics Award (Curtin University)

FIRST Robotics (For Inspiration and Recognition of Science and Technology)

Working with Queensland University of Technology to ensure 50/50 (M/F) interview slate for graduates and interns

Digital team actively focussed on improving engagement with WA universities to improve pipeline opportunities for improved diversity

Closing Reflections

Gender equity within our industry is shaped by the broader ecosystem of STEM education, workforce participation, and the availability of diverse talent entering technical and professional pathways. To support long-term change, we will continue to invest in initiatives that strengthen the pipeline of future talent, particularly for women and underrepresented groups pursuing STEM careers.

Through partnerships with universities, schools, and community organisations, we are working to improve visibility of engineering and STEM pathways and increase the diversity of representation across the range of our core disciplines.

Our actions reinforce our commitment to building a strong and diverse future talent pipeline, while also strengthening and retaining the diversity within our current workforce through reinvigorated sponsorship and mentoring programs, ensuring diverse interview slates, and analysing data across all business units to identify opportunities for progress.

By publishing our gender pay gap, we align with Australia's shift toward open reporting led by WGEA, which is designed to focus employer action on the drivers of inequality and reduce pay gaps over time. Public reporting, combined with regular analysis and targeted interventions, is associated with higher retention of women and increased representation in leadership—outcomes demonstrated in the Bankwest Curtin Economics Centre/WGEA Gender Equity Insights⁷ series and reinforced by WGEA's national reporting framework. We will continue to publish, explain, and act on our data with the aim of achieving sustained progress.







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