

+ Australia Pay Gap Report



Our commitment to gender diversity

As an engineering, project delivery, and professional services firm, we have a responsibility to innovate and create solutions to the tough challenges facing our world. Guided by our values, *Innovating all that we do* and *Living our commitments with integrity*, we believe that diversity of thought comes from an inclusive workplace and unlocks the complete potential of our teams, allowing us to generate creative ideas that contribute to society's advancement.

We are dedicated to creating an inclusive environment at Hatch where everyone, irrespective of their background, ethnicity, gender, gender identity, sexual orientation, or any other personal characteristic, is embraced and empowered to thrive.

We affirm that we pay people equitably without disparities in pay based on gender for equal or comparable work. We recognise we have a representation gap, that is, the underrepresentation of women in senior roles and the overrepresentation of men in site-based positions, which typically attract additional pay. We're on a journey to bridge this gap and make our workplace truly inclusive.

Our challenge remains in building a diverse workforce at all levels of our organisation.

As a Workplace Gender Equality Agency (WGEA) Employer of Choice for Gender Equality since 2019, we have been working on closing the gap for some time and there's been progress—more women are joining us, and we're focused on the road ahead, especially senior positions. Our industry faces a wider challenge, with women still making up just a fraction of the engineering workforce in Australia. We're proud that despite these challenges, we continue to increase representation of women at Hatch. But we're not resting. We see our role in inspiring change beyond our walls.

We are committed to correcting our gender pay gap and we have a plan. We know that our Hatch colleagues share in this vision and we're confident that through our collective efforts, we will redefine what success looks like at Hatch.



Jan Kwak
Regional Managing



Amanda Miles
Diversity and Inclusion
Committee Chair

Gender pay gap

In this first report, we acknowledge that there is a gender pay gap at Hatch in Australia which requires improvement. We have been reporting this data to the WGEA since 2013 and we have been making steady progress, moving closer to our industry gender pay gap comparison group, which is **30.4%**.

Key points:

We have a gap, and we understand why. Our gender pay gap is the result of higher proportions of men in senior roles. It's also influenced by the disproportionate number of men in site roles, which often include site-based incentives resulting in additional pay.

We are working to improve the representation of women at all levels of our organisation and we still have a way to go. We are working hard to increase the number of women at Hatch. We are attracting more women into graduate and early career roles but know that we have work to do in attracting and, more importantly, retaining women in senior roles.

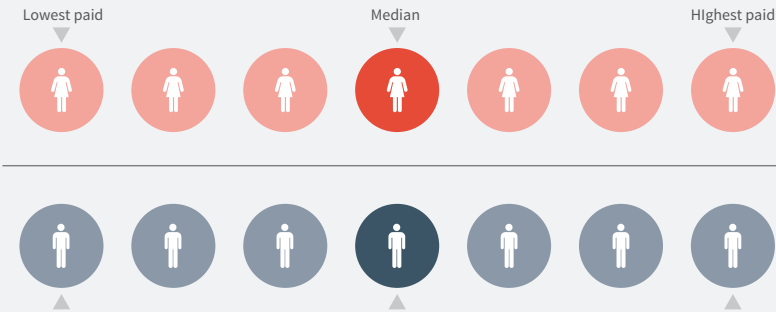
The industry has made great strides in attracting women into the profession and our industries, and we have a responsibility to help. In Australia, women comprise just **11%** of those working in engineering roles, and in the mining industry, which represents a large portion of Hatch's work in Australia, women make up **16%** of the workforce. With women constituting **30.2%** of the Hatch workforce in Australia, we're pleased with the progress we've made, but will keep working toward a gender-balanced workforce. We know we play an important role in working alongside academia and industry to fix the pipeline and encourage more women into STEM professions and to attract and more importantly retain women in senior roles.



Gender pay gap reporting explained

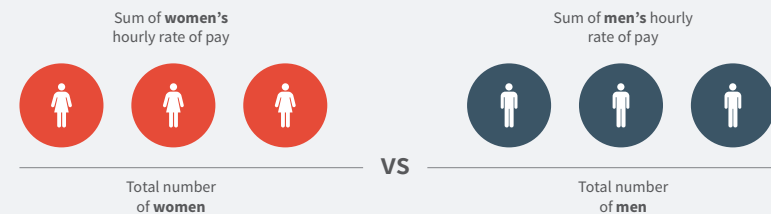
Distinguishing between median and mean

Median calculation



The median is the figure that falls in the middle of a range when the wages of all relevant employees are lined up from smallest to largest. The median gap is calculated based on the difference between the employee in the middle of the range of male wages and the middle employee in the range of female wages.

Mean calculation



The mean is calculated by adding up the wages of all relevant employees and dividing the figure by the number of employees.

The mean gender pay gap is calculated based on difference between mean male pay and female pay.

The gender pay gap is the difference between the average pay between women and men in an organisation, expressed as a percentage of the average male earnings. A gender pay gap can result from several factors including, most influentially a lack of women in senior positions

It is important to note that this is different to the issue of equal pay, a legal requirement since 1969, to pay men and women the same for an equal or comparable job.

Organisations calculate the gender pay gap following the calculation methodology set out by the WGEA to calculate the median gender pay gap and distribution across pay quartiles.

Hatch's gender pay gap

	Median	Mean
Total Remuneration	35.4%	24.4%
Base Salary	35.9%	24.1%

Hatch Australia's overall median and mean gender pay gap as of January 2023.

Analysis of data

Closing the gender pay gap is engrained in our commitment to positive change. We meticulously assess our compensation model globally, ensuring that both base salary and additional compensation pay are distributed equitably based on performance. While acknowledging a gender pay gap, we attribute this to a representation gap, that is the underrepresentation of women in senior positions and of men in junior positions.

As of January 2023, women make up **30.3%** of our total workforce, with **14.3%** in key management and **33.9%** in management (the positions attracting the higher levels of remuneration) being women. Despite increases in the representation of senior women across most cohorts in the last year, the proportion of men in our senior cohorts remains higher than the proportion of women.

In Hatch Australia, our ongoing commitment centres on attracting and retaining women, a strategic initiative aimed at cultivating a robust pipeline for increased representation of women in senior positions. While acknowledging the gradual impact on our pay gap,

it is crucial to intensify our efforts to address the persistent challenge of gender diversity in the industry. We are both actively tailoring our recruitment approaches for senior women and at every level of Hatch leadership, there is a firm dedication to dismantling barriers to equitable advancement through promoting and advancing women. By investing in career growth, mentorship, and networking initiatives, we are intensifying our efforts to bolster senior women.

Addressing our pay gap

Recruitment

Integral to our strategy is achieving gender parity in recruitment. In 2023, **38%** of our permanent new hires in Hatch Australia were women, reinforcing our sustained commitment to attracting talented women to our organisation. Guided by our value—*engaging great people who make a difference*—our primary goal is to appoint the most suitable candidate for each role, steered by objective criteria such as aptitude, ability, and performance.



Strategies for improvement

- For the past 5 years, Hatch has maintained a 50% gender balance in the recruitment of students and young professionals. Our current emphasis is on enhancing the representation of women in our senior hires to exceed 40%. This objective continues to be a primary area of focus for us.
- We have continued to participate in numerous external events aimed at expanding awareness of Hatch across campuses, within the industry, and through external partnerships to engage women from various backgrounds. We provide sponsorship funds to those organisations and participate in outreach programs through schools and universities.
- Beyond gender diversity, we have continued to develop strong partnerships with diverse organisations that allow us to tap into a wider range of candidate pools who would not typically consider consulting as a career pathway. This includes targeted recruitment campaigns in collaboration with Talent Beyond Boundaries and Work180.

Priorities

- Ongoing focus to attract women to Hatch, particularly for senior roles.
- Continuing to expand our network and demonstrate how Hatch is an inclusive workplace and Employer of Choice for women.
- Strengthening partnerships and enhancing gender diversity through industry and academia industry efforts.

Develop and retain

Opportunities for advancement at Hatch are directly related to delivering the best outcomes for our clients through the projects we deliver. We empower women in Hatch to aspire to excel in their careers and actively champion women to contribute on projects for our clients. We do this by working with clients and project teams to create more inclusive work environments and ensuring we have women in key roles on project teams. Having women role models breaks stereotypes, fosters a sense of belonging, and can ultimately lead to greater representation and retention of women in the workforce.

We believe that our ability to maintain an inclusive workplace is integral to attracting and retaining women. We are working to improve our culture and behaviours through our leadership development program. The program focuses on the impact and importance of emotional intelligence, which we believe is central to one's ability to be an effective and inclusive leader.

To bring awareness and recognition to diversity and inclusion, we celebrate the positive impact inspirational women and allies have had through our annual Positive Change awards, which recognise colleagues committed to championing a diverse and inclusive workplace.

Priorities

- We will persist in our efforts to cultivate career pathways with a specific focus on nurturing and advancing the professional trajectories of senior women.
- We will conduct gender equity workshops for all colleagues.
- We will expand our sponsorship programs.





Community

- We will apply our efforts beyond our organisation and industry to close the gender pay gap. To do so, we will continue to partner with community organisations, industry associations, and academia to encourage more women to enter the STEM fields:
- We advocate publicly for diversity and inclusion at industry events, discussing the challenges we face and sharing ideas.
- When we participate on panels for external events, we insist on women representation.
- We support several universities and university societies by providing sponsorship and scholarships for women.
- We actively encourage young women to choose careers in STEM through high school programs, facilitating the creation of a more gender balanced pipeline for our industry.

Priorities

- We will raise our voices for public advocacy in support of D&I.
- We will encourage men to participate in champion programs, furthering our allyship and deepening this important conversation.
- We will extend our high schools outreach program.