

26 February 2026

WGEA Employer Statement

Downer employs 26,000 people across a diverse range of field and professional roles. As a key enabler of our Group Strategic Plan, our commitment to retain and develop a diverse workforce is embodied in our Inclusion and Belonging Strategy and Action Plan for 2024-2026. This plan outlines initiatives and actions designed to drive meaningful change and maintain an inclusive environment for all.

Every year Downer submits WGEA reporting information. Downer's 2024-25 WGEA submission includes:

- Across the entire Downer organisation, the gender pay gap (total average remuneration) has seen an incremental improvement from 29.1% in 2023-24 to 27.4% in 2024-25.
- Improvement in the composition of female managers with a 2% increase on the previous year's report and a 6% increase since the 2022-23 results. Downer reported 23% female management in 2024-25.
- Average total remuneration gender pay gap has also improved for Senior Managers from 7.2% in 2023-24 to 3.5% for the 2024-25 report.
- Downer currently has 50% female representation on the Board of Directors which is an increase of 7% on last year's reporting period, exceeding our Board gender representation target of 40%.

For Downer, operating in industry sectors that are traditionally male dominant and where representation varies by role and level, the WGEA gender pay gap measure is predominantly a reflection of the composition of our workforce. It is supplemented with other internal measures that can be more insightful in measuring pay differences and providing a clearer view of 'like for like' work.

Downer is committed to reducing barriers and fostering a diverse workforce across our many roles and locations. We recognise that this work is ongoing and requires sustained focus and as part of our ongoing commitment to progress, we continue to focus on our Inclusion and Belonging Strategy by:

- **Conducting regular salary reviews** across the business to support performance linked remuneration objectives, with a focus on identifying and addressing gender pay gaps on a like for like role basis during this process.
- **Reviewing policies and practices annually** and where required, updating them to confirm they are free of any biases, prejudices and barriers that may contribute to pay disparities. Our Inclusion and Belonging Strategy is reviewed every two years with the process currently underway for 2026.
- **Equipping employees at Downer to be champions of a bias-free workplace** by providing training to build awareness. Our Sexual Harassment

training addresses gender bias and we have developed an Unconscious Bias Guide that is housed on our Inclusion and Belonging SharePoint site.

- **Providing equal access to career progression**, allowing access to development opportunities, capability and development, fair and equitable recruitment practices, and a safe and inclusive workplace.

This is evidenced through providing initiatives such as Thrive (women's leadership development program), Executive Mentoring Program for senior female leaders and our women's employee network EmpowHER. These initiatives have seen strong uptake in recent years and will continue to be developed and refined.

With the full commitment of our Board, Executive leadership and our employees, we will continue to support and implement initiatives to create and maintain a diverse and inclusive organisation. Further information on Downer's commitment to Inclusion and Belonging can be found on our website - <https://www.downergroup.com/inclusion>.