

Gender Pay Gap Report 2026

Prepared by ADG Engineers (Aust) Pty Ltd

Diversity & Inclusion
Confronting the gap

Creating a more equitable workplace is a long-term commitment that requires sustained effort, clear accountability and a willingness to act on what the data shows. During the year, ADG continued to strengthen the foundations that support gender equity, including governance, policy settings and targeted reviews of remuneration outcomes.

Building on last year's commitment

Last year, ADG focused on establishing the foundational settings required to support meaningful and sustainable progress on gender equity. This included the **Board's endorsement of gender equity metrics for the first time**, with targets extending to 2029 across Board, manager and graduate representation. The **formation of the Diversity & Inclusion Committee** in February 2025 further strengthened governance and accountability, providing structured oversight and advice to the Board on policy, gender and cultural diversity initiatives.

These foundations were reinforced through the approval and communication of the **Gender Equity Policy and Diversity & Inclusion Policy**, alongside **updates to the Flexible Work Arrangements Policy** to better support employees across all life stages. ADG also continued to invest in **external partnerships**, including support for **NAWIC** and the **NAWIC First 5 program**, to strengthen early-career pathways for women within the construction and engineering sector.

Together, these actions represented an important step in moving from intent to structure by creating the conditions necessary to drive improved outcomes over time.

What this year's results show

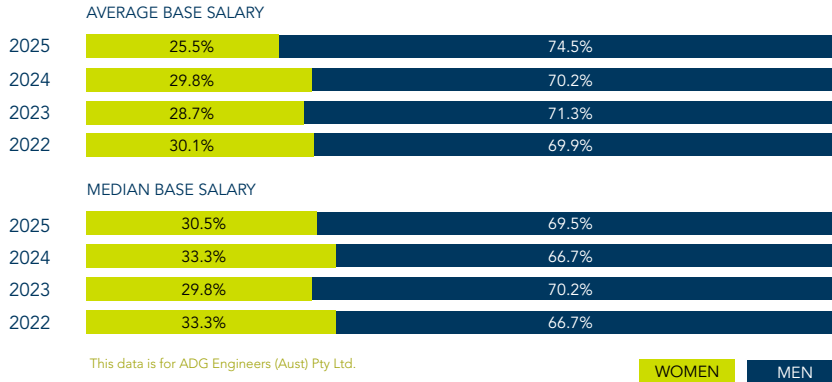
This year's results demonstrate that while progress is beginning to emerge, it is not yet consistent across the organisation.

- Representation of **women at the most senior level improved materially**, with women comprising 18 per cent of CEO and Head of Business roles, up from 10 per cent in the prior year. This uplift suggests that focused decision-making at the top of the organisation can deliver change, even within traditionally male-dominated leadership roles.
- However, **representation at manager level remained unchanged** at 17 per cent women, and representation at non-manager level declined slightly year-on-year. These outcomes indicate that, while the foundations established last year were necessary, they are not yet sufficient on their own to drive broad-based improvement across the workforce.
- Encouragingly, employee movement data provides a positive leading indicator for future change. **Women accounted for approximately 38 per cent of appointments to manager roles** during the year, significantly higher than their current representation at that level. This suggests that **promotion and appointment processes are beginning to support greater balance in management** over time.
- In contrast, **women represented around 21 per cent of non-manager appointments**, below their overall participation at that level, **highlighting non-manager recruitment as a key area requiring further attention**.

Areas for improvement and focus

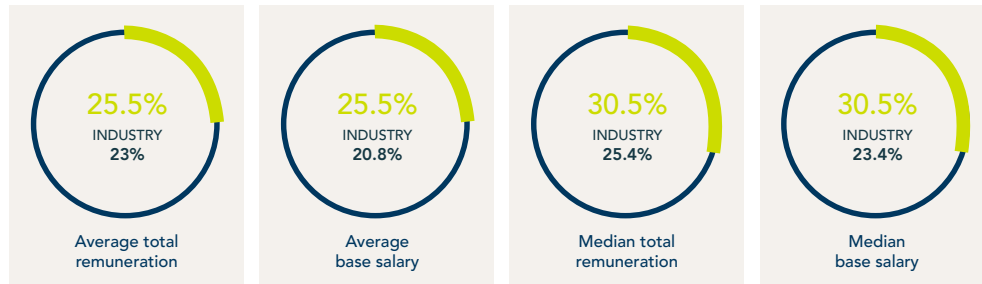
The results reinforce that the next phase of progress must focus on translating strong governance and policy settings into consistent workforce outcomes. In particular, improving gender balance in non-manager appointments and strengthening the entry-level and early-career pipeline will be critical to achieving sustained improvement in representation and, ultimately, closing the gender pay gap.

TOTAL REMUNERATION



We are pleased that our Gender Pay Gap is progressing in the right direction along with improved metrics for career progression of women.

2025 PERFORMANCE *



* Industry data based on WGEA 2024-2025 reporting cycle
 Subdivision 69: Professional Services
 Group: 692 Architectural, Engineering & Technical Services
 Class: 6923 Engineering Design & Engineering Consulting Services