

# SHAPE's Commitment to Gender Equality



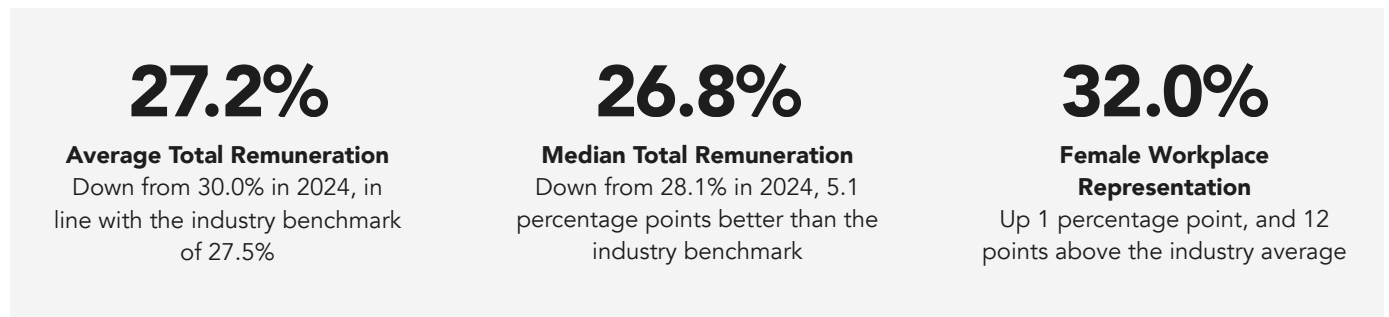
## Workplace Gender Equality Agency — 2024-25 Employer Statement

SHAPE is dedicated to fostering an inclusive and equitable workplace where all employees are recognised, rewarded, and motivated based on their skills, performance, and contributions. As part of our commitment to gender equality, we participate in the Workplace Gender Equality Agency (WGEA) annual reporting process to gather insights that help us drive meaningful change.

This statement reflects data from the WGEA 2024-25 reporting period (1 April 2024 – 31 March 2025).

## Understanding the Gender Pay Gap

The gender pay gap is the difference in average earnings between women and men in the workforce. It is different from an equal pay comparison, which involves directly comparing two groups performing the same, similar, or equivalent work.

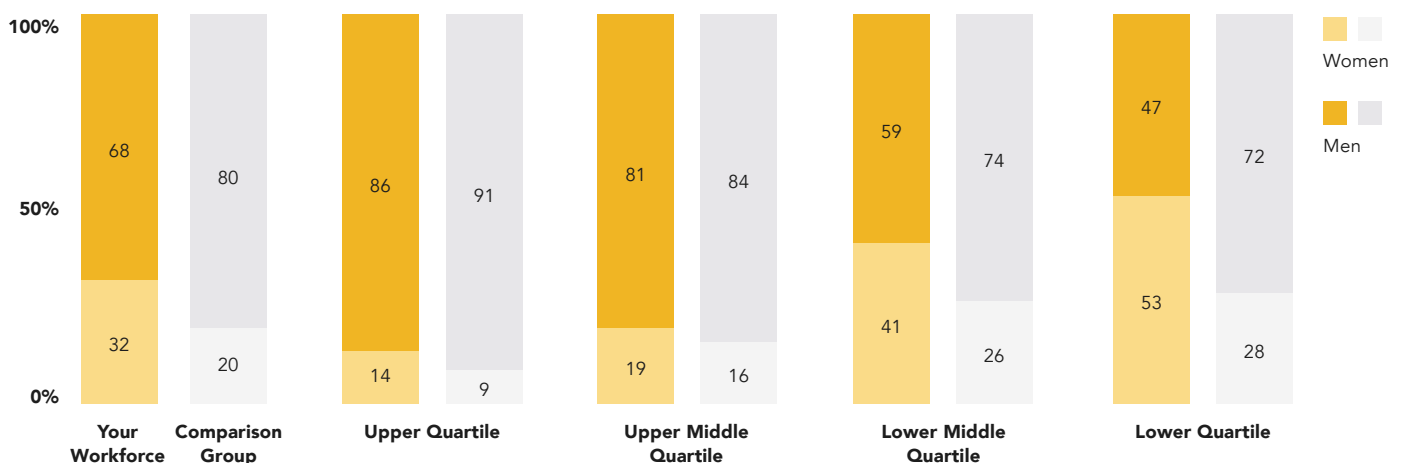


## Analysis of Our Gender Pay Gap

At the time of reporting, SHAPE's workforce comprised 32% females and 68% males - a 1 percentage point increase from the previous year, and 12 percentage points above the construction industry average. At Board level, female representation stands at 40%, which is 25 percentage points above the industry average.

While overall female representation continues to grow, women remain more concentrated in early-career and coordinator-level roles. This structural distribution, rather than unequal pay for equivalent work, is the primary driver of our gender pay gap.

Women are underrepresented in higher-paying specialist and senior leadership positions, with 11% of Senior Leadership roles and 34% of non-management roles held by women.



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### Our Approach to Building the Pipeline

SHAPE follows a promote-from-within philosophy, focusing on hiring at the entry level and providing structured development and career progression opportunities. This approach allows us to attract individuals who align with our culture while equipping them with the skills needed in safety, quality, and contract management. Importantly, it also expands our talent pipeline by welcoming women from non-construction backgrounds, giving them the training and experience needed for long-term career success.

Quartile analysis from the 2024-25 reporting period shows encouraging signs of progress. The Lower Middle Quartile has increased, indicating that women are advancing into mid-career positions. Of our 156 new hires during the period, 34% were women. Several male senior appointments, where female candidates remain underrepresented in the broader market, contributed to a temporary salary gap among new starters. We continue to work actively to address this through targeted recruitment and succession planning.

#### **Equal Pay is receiving the same pay for the same work. It is not the same as the gender pay gap.**

- SHAPE has equal pay for the same role in line with experience, skills and performance.
- SHAPE's GPG is due to the un underrepresentation of females in senior roles

### Pay Equity Within Comparable Roles

Like-for-like analysis across our primary production roles shows a narrow gender pay gap of -4% to +8%, with differences attributable to experience, tenure, skillset, and performance.

Remuneration parity has been achieved across all entry-level roles, including Building Cadet and Project Coordinator positions.

As seniority increases and female participation in the market declines, a remuneration gap emerges, and we continue to monitor and address this through regular pay reviews and structured career development.



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### Closing the Gap Through Our Diversity Action Plan

To accelerate progress toward gender equity, SHAPE has implemented a Diversity Action Plan with clear strategies, measurable goals and targets, and senior leadership accountability.

#### Transparent and Fair Remuneration

- **Salary Band Transparency:** Employees can access the salary band for their role and are provided with transparency about where they sit within it and why.
- **Quarterly Pay Reviews:** We conduct quarterly remuneration reviews across all roles with five or more employees to identify and address any like-for-like pay disparities.
- **Pay Disparity Analysis:** Where gaps are identified, they are assessed in relation to experience, time in role, skillset, and performance to ensure pay decisions are fair and well-reasoned.
- **Manager Education:** Our Moments That Matter training equips managers to understand how starting salaries, bonuses, and pay adjustments affect long-term earnings and career trajectories.

#### Career Progression and Leadership Development

- **Succession Planning:** We are committed to ensuring that at least 32% of candidates identified for future leadership development opportunities are women.
- **Leadership Advocacy:** Senior leaders actively sponsor and mentor women in production roles, ensuring they are visible, supported, and considered for career advancement.
- **Inclusive Shortlisting:** We are committed to ensuring at least one female candidate is on the interview shortlist for all Board, Executive, and specialist leadership roles.

#### Diverse Recruitment and an Inclusive Culture

- **Targeted Recruitment:** We actively work to increase female participation in site management and leadership roles through regular review and refinement of our recruitment practices.
- **Parental Leave and Return-to-Work Support:** We provide a Parental Leave Toolkit and personalised return-to-work planning to support career continuity for primary carers. We are reviewing our parental leave entitlements to ensure they remain competitive and reflective of our commitment to supporting families.
- **Flexible Leadership Pathways:** We are focused on creating viable part-time and flexible options for managers to support the career longevity and retention of women at senior levels.
- **Inclusive Leadership Training:** All newly promoted people managers receive training on unconscious bias, inclusive leadership, and how to build and support diverse teams.

**SHAPE is committed to taking the meaningful, sustained actions required to reduce our gender pay gap and build a workplace where every employee — regardless of gender — has an equal opportunity to succeed.**