

HAZELL BROS GENDER PAY GAP STATEMENT

FEBRUARY 2026



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Hazell Bros is founded on strong family and community values, and promotes a culture based on fairness, trust and integrity with a commitment to ensure all employees have the right to a fair and safe workplace. We are committed to promoting diversity amongst our employees, upholding equal employment opportunities for current employees as well as those seeking to work with us.

As a business we take our gender pay gap commitment seriously and, whilst we see long term improvement in our measures, we recognise there is still more that can be achieved throughout our organisation.



WHAT IS OUR GENDER PAY GAP?

The gender pay gap is the difference in average earnings between women and men in our business. This shouldn't get confused with equal pay, which is women and men being paid the same for the same or comparable job.



The Workplace Gender Equality Agency (WGEA) uses a couple of measures in determining an organisation's gender pay gap. These measures include **median total remuneration gender pay gap**, and the **median base salary gender pay gap**. The following tables show how Hazell Bros is positioned across both measures and how we compare against our industry. The information is based on the 2024/25 reporting period. While slippages are not ideal we recognize that these are reflective of our journey.

MEDIAN TOTAL REMUNERATION GENDER PAY GAP

(REPORTING PERIOD 2024-25)

	2022-23	2023-24	2024-25
Hazell Bros	24%	15.2%	20.5%*
Industry Comparison	31.8%	28.1%	31.9%

Total Remuneration measures includes an employee's base salary, superannuation, overtime, bonuses and any other additional payments. A key driver as to why this percentage is higher, compared to the median base salary measure, has to do with the composition of our wage's employees (e.g. overtime & allowances), compared to our salaried employees. While our overall performance against industry is positive the 2024-25 data has shown slippage against 2023-24. One reason is the inclusion of additional data from across the business not previously represented (including QLD).

By the nature of the work performed and operational requirements of our vertically integrated business, wages employees are likely to receive paid overtime and a range of additional payments (such as allowances) outlined under the relevant enterprise agreement. By increasing the female participation of our wages employees as an overall percentage, we will continue to see an improvement of our median total remuneration over time.

* Includes whole of business data not previously represented.

MEDIAN BASE SALARY GENDER PAY GAP

(REPORTING PERIOD 2024-25)

	2022-23	2023-24	2024-25
Hazell Bros	6.1%	3.7%	5.3%*
Industry Comparison	23.3%	29%	28.5%

Base salary only includes an employee's base salary and excludes superannuation, overtime, bonuses and any other additional payments. As with total remuneration our base salary results include all Group Data which has negatively impacted 2024-25 results. However, our comparatively low GPG results are due to the continued focus of increasing our female participation in our salaried roles and ensuring equitable based gender pay outcomes, for promotions, new hires and our annual salary review process. We aim to further improve this measure with the strategic outcomes we are taking across the business.

When looking at both measures, the gender pay gap in our business is **significantly lower compared to** our industry comparison.

* Includes whole of business data not previously represented.

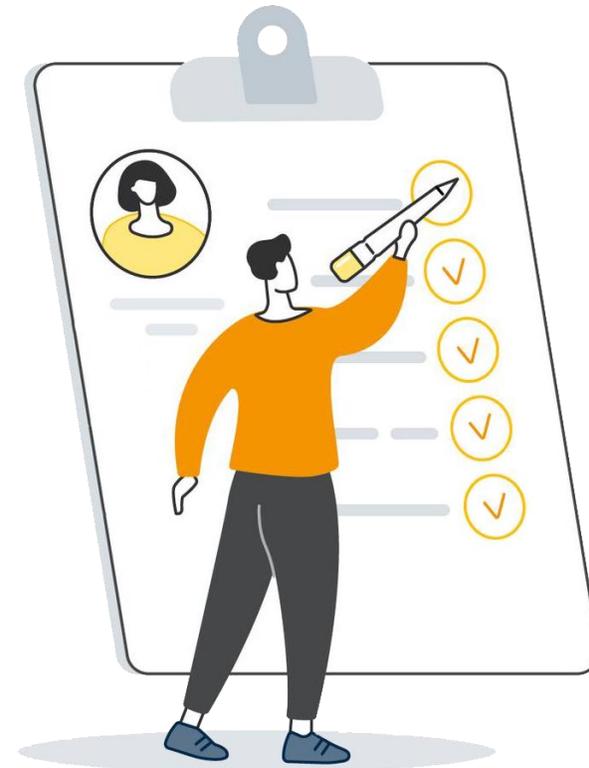
WHAT STRATEGIC ACTIONS ARE WE TAKING?

Gender Equality Strategy

It's not just about pay, there are a range of reasons why pay gaps exist. Addressing a 'Hotspots' has a correlating impact on both our level of engagement and Pay Gap.

In 2025 the HB Board approved its first Gender Equality Strategy (GES). This strategy is critical to our success. We recognise that gender equality leads to better performance, diversity of thought, improved decision-making and enhanced employee performance.

As a business we aim to attract, retain and advance women at all levels of the business and are committed to building, valuing, and promoting gender diversity and inclusion across the business.



WHAT STRATEGIC ACTIONS ARE WE TAKING?

HB Gender Equality Council

To ensure we are focused on both short-term wins and long-term results, Hazell Bros. Board has established the Gender Equality Council (GEC).

The GEC has Board and Executive membership. Importantly, the GEC established a Representative Group with cross-sectional membership from across the business. The GEC meets quarterly to review progress on strategy actions and lead/lag indicators.



WHAT STRATEGIC ACTIONS ARE WE TAKING?

Gender Equality Action Plan

Guided by employee consultation (2025 Employee Survey and our Gender Equality Action Survey 2025) we have identified areas of improvement ('Hotspots') for inclusion in our Gender Equality Action Plan.

This Plan which builds on previous actions has been endorsed by the Hazell Bros. Board. It reinforces our commitment to building, validating and promoting gender diversity and inclusion across our business.



WHAT STRATEGIC ACTIONS ARE WE TAKING?

Targeting Gender Equality 'Hotspots'

Changing culture and shifting stereo types

Creating a respectful, safe and inclusive workplace continues to be a priority for Hazell Bros. Engaging employees through consultation on gender equality issues establishes a shared pathway. Actions in this area are targeted at shifting paradigms, bias and generating a culture of inclusion for women in industry.

Leadership & accountability

An informed leadership group which recognises the advantages of a gender diverse workforce. Making leadership accountable through performance metrics for cultural shift and achieving gender equality goals.



WHAT STRATEGIC ACTIONS ARE WE TAKING?

Targeting Gender Equality 'Hotspots'

Gender composition of the workforce

Actions targeted at improving the participation of women in our industry and Hazell Bros. Encouraging young women through active participation in schools, providing career and leadership opportunities. This includes setting metrics focused on improving participation.

Mentoring

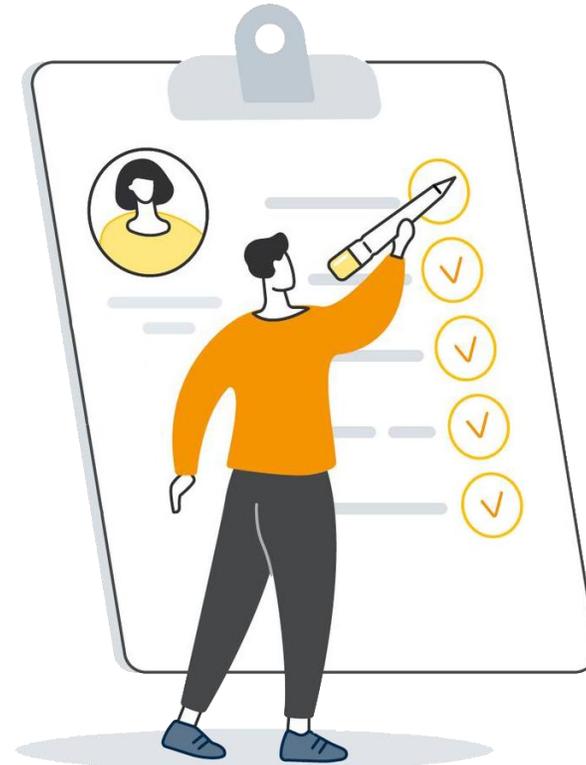
We can't do what we can't see. Mentoring women in the workplace to achieve their goals of leadership providing opportunity to engage in industry and learn from those that have been before. This also includes 'Male Allies' as a key element to support women in industry and at work.



WHAT STRATEGIC ACTIONS ARE WE TAKING?

Gender Pay Equity

In 2024, Hazell Bros. conducted a comprehensive Pay Gap Review, resulting in several targeted actions to drive positive change. These included the introduction of a transparent remuneration framework for hiring and promotions, based on role, experience, and capability. Today, this now includes targeted reporting on gender pay gap variances during remuneration and performance reviews. We remain focused and committed to improving gender pay outcomes.



At Hazell Bros our commitment to diversity and inclusion extends to all areas of our business and at all levels. This includes but is not limited to recruitment and selection, training and development, remuneration and reward and flexible working arrangements.



