

# WGEA Employer Summary

At Spiire, our people are at the centre of our values and at the core of everything we do.

Our purpose is to better the communities we live and work within. As a leader, I believe a diverse and inclusive environment is critical to a safe and equitable workplace. A culture of understanding and respect allows all our people to be themselves and achieve their highest aspirations.

Spiire's vision for diversity, equity and inclusion is an inclusive workplace culture that fosters individuality, removes barriers to equity and celebrates all our people for their whole selves.

To help us achieve this vision, we proactively analyse our workforce composition. This enables us to identify opportunities for action to cultivate a balanced workforce at all levels of the organisation.



## Our Overview Gender Pay Gap (GPG) 2022-2023

The gender pay gap is not to be confused with equal pay between men and women. The Gender Pay Gap (GPG) is the difference in average earnings between men and women in the workplace. The statistics in this report provide a comparison of the average earnings of women and men across our business overall and in both a hierarchical and a role-type breakdown but do not go into the intricacies of different jobs across our diverse service offerings.

Our pay gap data shows a 15% difference in average earnings between women and men within our overall workforce compared to an industry comparison of 19.7%. Our GPG by occupational group indicates that apart from senior managers and key management personnel we have a smaller pay gap than the industry average.

While it is encouraging to see that we are doing well against the benchmark of the industry average, and this demonstrates that our policies and actions are pointing us in the right direction, we recognise that there is still work to be done and we remain committed to progress within our business and across our industry.

|  | Your Organisation | Industry Comparison |
|--|-------------------|---------------------|
| <b>Average (mean) total remuneration</b> | 15.0 %            | 19.7 %              |
| <b>Median total remuneration</b>         | 18.2 %            | 23.2 %              |
| <b>Average (mean) base salary</b>        | 12.2 %            | 19.0 %              |
| <b>Median base salary</b>                | 16.7 %            | 22.9 %              |

Like many organisations in our industry, the gender gap is in large part driven by the historic disparity of male and female representation at all levels, especially within the engineering and surveying professions. It is pleasing we are now starting to see greater gender diversity in people entering and leading our industry.



**Our current initiatives and efforts to date include;**

- Subsequent to the reporting period, we diversified the gender representation on the Board, whilst still prioritising selection based on merit, qualification, experience, and skills. We will therefore be above industry representation on the Board at 17%.
- Continued investment in partnerships with industry bodies and the education sector on career opportunities for women. In addition, proactive promotion of STEM women leaders and STEM careers to female school students. Our STEM outreach initiative includes several ongoing partnerships with schools targeting female students across our geographies.
- A focus on recruiting a gender-balanced cohort of graduates. We currently have a 42% representation of women in our engineering graduate program. As such we are now starting to see a growing number of women who are advancing into more senior levels of recognition. This has contributed towards

a reduction of average total remuneration Gender Pay Gap of 17% in 2022 to 15% in 2023. Our focus will be to retain and provide opportunities for career progression through our learning strategy programs to elevate our high-potential leaders in this cohort.

- Fostering a welcoming environment that embraces families and promotes flexibility, hybrid working, and inclusivity at all levels. In 2023, we revisited our Parental Leave Policy, acknowledging the potential long-term financial implications of extended time away from work for individuals. To assist parents opting for extended unpaid parental leave, Spiire will maintain superannuation contributions for up to two years following the birth or placement of a child. We hope that these policies will further close the GPG for mid-tier professionals.
- Connecting employees with seasoned/experienced professionals, through our mentorship programs, who can provide guidance and advocate for their career advancement, regardless of gender.
- Continued monitoring of remuneration and data insights to ensure fairness, transparency, and alignment with our commitment to pay equity.

We remain committed to addressing how we can further increase the representation of women at all levels, not only to reduce the gender pay gap but also to encourage greater diversity of thinking across our workforce and create more career opportunities.





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## Our Commitment

Spiire is committed to the following areas in the next 12 months and beyond;

- Ensuring equal opportunities for growth entails offering every individual an unbiased pathway to career advancement, professional development, and promotions, solely based on merit and qualifications, independent of gender bias. Leadership dedication and awareness are pivotal to achieving this objective, and we aim to invest in educating and raising awareness about unconscious bias.
- We are developing a learning strategy that focuses on an easily accessible, continuous learning journey for all our employees. This includes a mid-career professional development offering that will provide opportunities to develop and grow knowledge and capabilities. With this we hope to retain this gender balanced cohort of graduates and support them as they move through their careers. And thus, organically increase the number of women in senior positions.
- Adopting Spiire's talent review and succession planning process provides the opportunity to understand our talent and succession through a gender lens and use these metrics to track progress and identify areas for enhancement, thereby nurturing the growth of our mid-tier professionals.

- Developing a framework that offers clarity of expectations at each professional level and ensures a fair and transparent recognition criteria that enables flexibility for all employees to follow their desired career pathway.
- Developing a talent acquisition strategy that encompasses gender diversity. This involves development of selection and hiring training for line managers, with a specific focus on unconscious biases.
- Implementing a compensation remuneration framework and providing educational training to our leadership team, with a specific emphasis on pay equity.

It is our commitment to continue monitoring and addressing any disparities to strive for even greater equity in the workplace and within our industry. We take pride in the steps taken so far, whilst acknowledging there is always the challenge to do better.



**Mark Breuer**  
Managing Director, Spiire

