



# WGEA EMPLOYER STATEMENT



## OUR OVERALL COMMITMENT AND APPROACH TO ACHIEVING GENDER EQUALITY

At Fortescue, we are committed to diversity and inclusion in all its forms and commit to a year-on-year increase across our measurable categories of diversity representation.

We recognise that creating and sustaining an inclusive workplace is fundamental to the success of our business. A deliberate focus on retention ensures that the diversity we build through recruitment is supported and maintained, enabling our people to thrive and delivering long-term benefits across employee engagement and wellbeing, productivity and performance, innovation, and talent attraction and retention.

We acknowledge that the mining, energy and technology sectors, both in Australia and globally, continue to experience a lack of diversity and equity. Recognising that meaningful progress relies on retaining diverse talent and fostering inclusion, at the end of the financial year our Executive Chairman invited the entire Fortescue Family to participate in identifying and addressing the factors that contribute to inequality and discrimination in our workplace.

Fortescue team members volunteered across our global locations to participate in a series of facilitated workshops, examining structural, cultural and behavioural barriers to inclusion. These workshops provided valuable insights into the challenges we face and have informed practical actions to strengthen inclusive practices, lift engagement and support the retention of diverse talent across Fortescue.

Following these workshops, we have been working to refresh our diversity and inclusion strategy to better reflect who we are as a business today and where we are heading. This includes a stronger emphasis on retention, and the role leaders play in creating inclusive environments where people feel valued, supported and able to build long-term careers at Fortescue. It also includes reaffirming our continued commitment to our 40:40:20 ambition across Fortescue, which we are making steady progress toward. This ambition refers to a minimum of 40 per cent men and 40 per cent women, with the remaining 20 per cent represented by any gender.

Our updated strategy has been shaped through extensive global consultation with Fortescue teams and is underpinned by a significant shift in our approach. It is designed to refocus on building a truly inclusive workplace, by increasing efforts to retain and develop diversity in all its forms.

## OUR APPROACH TO REMUNERATION

Gender is not a factor in determining remuneration at Fortescue. Employee remuneration is based on a job classification framework that differentiates roles by functional levels (administrative, trade and operational, technical, professional and leadership) and level of seniority. Roles are evaluated into job classifications which factor in the skills, education and experience required for a role, with remuneration set at levels that are comparable to industry peers.

Each job classification typically has a pay range of 90 to 100 per cent, which means that whilst we would not expect every employee to be paid the same because of their individual skills and experience, we would expect that any gaps would be narrow and explainable.

For our trade and operational employees, remuneration is a fixed amount based on job, level and roster.

Our remuneration processes leverage both external benchmarks and internal relativities to ensure that remuneration is comparable with equivalent roles in the relevant industry, and that equitable remuneration exists for like-for-like roles independent of gender, race, age or culture.

Differences between male and female salaries at Fortescue are primarily driven by workforce composition, not unequal pay for equivalent work. Typically, there is a higher proportion of female employees in office-based roles and a higher proportion of male employees in technical and site-based roles. These employment areas differ in remuneration. We undertake a gender pay equity review as part of the annual salary review process to ensure salaries are equitable on a role-by-role basis.

## 2024-25 WGEA DATA

Fortescue's median base salary gender pay gap is **8.9 per cent**, lower than the Australian private sector at 11.9 per cent.

Over time, Fortescue's gender pay gap has trended as follows:

	2021-2022	2022-2023	2023-2024	2024-2025
Median total remuneration	16.5%	14.6%	14.9%	13.8%
Median base salary	13.0%	9.4%	8.9%	8.9%

## ADDRESSING THE DATA

A number of operational and workforce composition factors influence Fortescue's pay gap outcomes. These include:

- For trade and operational employees, salaries are based on roster and hours worked. Around 82 per cent of these employees are male, which naturally leads to a higher total remuneration due to site-based allowances and longer rostered hours.
- Women are more highly represented in clerical and administrative roles, which typically attract lower remuneration than operational and professional roles.
- While women comprise 35 per cent of the professional workforce, higher paid professional roles (i.e. engineering, site-based senior roles) have a stronger male representation.
- Base salary remuneration is impacted by roster as it is directly proportionate to the hours worked for the trade and operational workforce.
- Total remuneration is impacted by allowances which apply to site employees working a roster, with more males working longer rosters and nights.



## OUR ONGOING COMMITMENT AND INITIATIVES

As at 30 June 2025, we employed 3,973 women, an increase from 3,836 in FY24 and 3,113 in FY23. Our female employment rate increased steadily this year, with female employees holding 24.8 per cent of total positions, 30 per cent of leadership positions (Manager roles and above) and 40 per cent of senior leadership roles (General or Group Manager roles and above), all increases from FY24. Increasing the gender diversity of the Fortescue workforce remained a key focus throughout FY25, driven by targeted, site and team-based actions outlined in our diversity and inclusion plans.

In 2025, we also maintained our spot on the Parity.Org list of Best Companies for Equal Advancement Opportunity for the sixth consecutive year.

We made progress against key actions, including:

- Introduced cultural leave into our Leave Guidelines, supporting employees in Australia to participate in cultural or religious holidays, days of cultural significance or to attend culturally significant events.
- Updated our Education Assistance Guidelines, providing paid leave to employees in Australia undertaking tertiary study to support ongoing professional development.
- Continued to support flexible work through our Flexible Work Guidelines, supporting our leaders and workforce to manage all different types of working options.
- Our Fortescue Family Room continued operating in FY25. The Family Room includes:



capacity for up to 35 children per day



a dedicated dining area for children to eat their meals (provided by parents/ guardians)



an adjacent working space for parents/guardians to work from outside the six-hour Family Room allocation, with their children accompanying them



Nursing/Parent Room facilities.

- Continued delivery of Fortescue Parents Connect, which provides an opportunity for team members on parental leave to hear from our leaders about business updates and connect with other parents transitioning back to work.
- Continued the Fortescue mentoring program, with 28 per cent female mentors and 41 per cent female mentees. We also continued to support Mentor Walks which connects female team members with female CEOs, directors, executives and founders, providing a supportive environment to build relationships, discuss career progression, workplace challenges and lived experiences.
- Continued delivery of our global Fortescue Women initiative, which provides information about professional development, learning and networking opportunities. This includes ongoing support for our Pilbara Operations Women in Mining groups to deliver targeted local initiatives. We also continued to promote and provide opportunities through programs offered by the National Association of Women in Operations (NAWO).

