

Workplace Equality & Pay Gap Strategy 2025/26

Our Approach

At Ames Australasia, we are committed to building a workplace culture that is inclusive, respectful, and empowering. Our lean organisational model and supportive IBU structure provide employees with the autonomy to contribute meaningfully, take ownership of their responsibilities, and remain self-engaged in their work. This model, along with cross-functional collaboration and agile ways of working, encourages open communication, mutual support, and a culture of “how can I help” rather than “not my job.” The strength of our workplace lies in our people — those who are driven by purpose, value connection, and are eager to grow and adapt.

Executive leadership reinforces this culture by enabling decision-making at all levels, promoting transparency, embracing a mindset of continuous improvement, and encouraging the freedom to make mistakes.

Diversity and inclusion are core to who we are; by embracing the unique experiences and perspectives of every team member, we strengthen our high-performing workforce. We are proud to maintain an environment where everyone feels safe to bring their whole selves to work, with channels such as our confidential Whistleblower service supporting respectful and open conversations across all levels of our business.

Identifying Pay Gaps

As part of our commitment to gender equity, we conduct annual pay and bonus reviews and address any disparities in earnings between male and females across the business. This is also taken into consideration with individual performance, role requirements and level and tenure of experience. We support pay transparency by clearly communicating salary levels across in key areas of the business. More needs to be done in job sizing and validation of wages and conditions to responsibilities.

Our internal and external recruitment practices are designed to ensure equal opportunities and inclusive development for all. We actively assess psychological and job risks and apply these insights to make informed, strategic decisions that support fair and transparent pay practices, gender-balanced leadership, and an inclusive workplace culture. In simple terms positive attitudes with collaborative mindset.

Our recruitment and succession leadership frameworks are focused on retaining key talent and increasing the representation of women in leadership roles - an area we have consistently prioritised in response to the unique demands of our industry. We currently have 40 emerging female leaders through varying levels of our program. In

alignment with our obligations under the Workplace Gender Equality Act 2012, we report on our progress and continue to embed gender equity into our culture through strategic initiatives and transparent reporting.

Engaging with all stakeholders to mitigate potential risks

As part of our commitment to gender and pay equity we recognise that there is a disparity in gender diverse roles across some of our teams and the work we do. Warehousing and high physical demand roles are still dominated by males. Selection has to be on physical capabilities due to constraints placed on strength. However, this does not prevent Ames from placing a focus on gender recruitment in these areas.

We are actively engaging our teams to better understand some of the barriers women and gender diverse individuals may face across the workforce. This includes identifying gender gaps, representation in leadership and any challenges in career progression or flexibility.

Our approach is informed by regular external feedback and benchmarking across industry standards for every role.

Actions and Accountability

We are taking proactive steps to continue to balance gender pay gaps and create more equitable workplace. Whilst we acknowledge we have yet to meet a 50/50 gender targets across our workforce, there is still more work to do within our operations and field sales departments.

This includes reviewing internal gender representation that are achievable in the business by reviewing remuneration practices, regularly reviewing our hiring and promotion practices across our hiring managers and offer flexible working to support equal participation for internal and external candidates, in roles this can be accommodated.

We believe that it does not stop there, and everyone has their role and responsibility to play. We align with WEGA reporting and share our outcomes with key business stakeholders and our employees.



Key Initiatives & Roadmap

We have worked to support our risks across our company to ensure that we have:

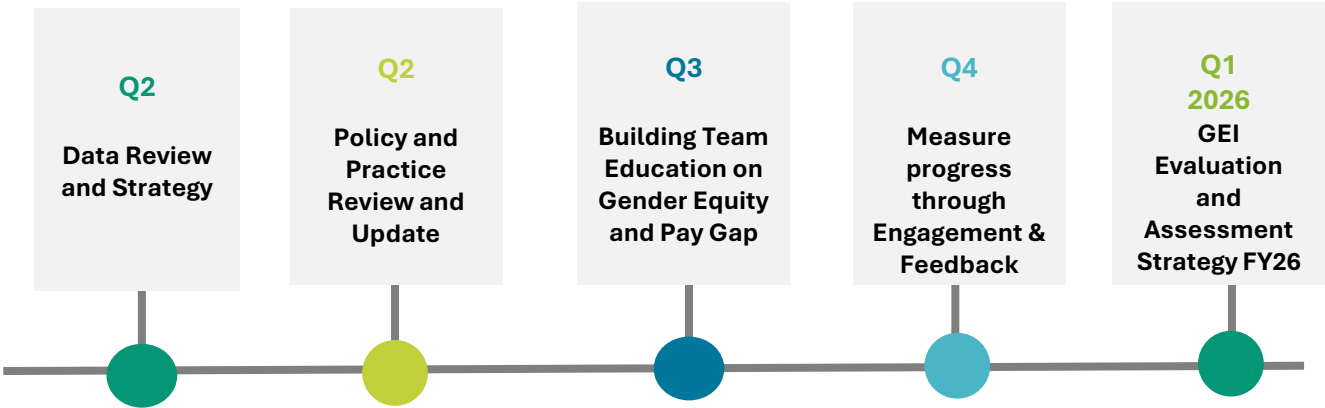
- Updated our Internal procedures and guidelines (including our Flexible Working Hours in roles where this can apply)
 - Online and face to face learning for team members and flexibility of adjustment to another group where they can be accommodated.
 - Capability building programs across the business for all genders and across multiple compliance subjects.
- Due diligence and negotiation of contracts prior to onboarding for all roles
 - Procedures for compliance with Positive Duties, Gender Equity and Diversity.
 - Risk Assessments conducted on psychological harm and job role

Here is an outline of the areas of how we will deliver this strategy. Based on our selected GEIs.

Understanding Data & Insights	<ul style="list-style-type: none">• Continue to work through our mapped Employer plan including Gender Diversity and pay audits to ensure alignment• Monitor progress through established targets based by WGEA	<ul style="list-style-type: none">• Conducting employee survey and Developing an internal plan of action on areas that require further attention• Perform annual audits on psychological safety, job roles and pay equity
Policy & Practice	<ul style="list-style-type: none">• Flexible working improving connectively across the national business• Proactively review practices on work life balance to offer additional paid leave	<ul style="list-style-type: none">• Revise and evaluate employer funded parental leave (top up) to enhance the offering• Review of all policies to ensure inclusivity in language that supports all employees
Education & Capability	<ul style="list-style-type: none">• More development and training in psychological safety, sexual harassment and bias awareness• Setting up for future executive responsibilities across female leadership	<ul style="list-style-type: none">• Develop a Young professional leaders' group for succession, networking and peer learning• Building capability gaps across our inclusive leadership programs to support development
Employee Voice & Belonging	<ul style="list-style-type: none">• Widen the MHFA peer group knowledge on sex-based harassment to support health and wellness• Investigate family orientated program offerings	<ul style="list-style-type: none">• Continue to celebrate leadership and cultural awareness to create a sense of belonging• Build our engagement survey based on issues that matter to our workforce with consideration to our multigenerational team

Proposed Timeline

Based on WEGA Reporting Year 1st April 2025 – 31st March 2026



Success Measures & Why Gender & Pay Equity matters to us

Success will be that all leaders are aware and understand the importance of gender needs within the business, the road blocks, the hurdles and as a business work towards the growth of gender balance within our workforce.

What Success looks like in FY25/26

Ames Australasia success will be evaluated by several indicators, which include:

- Training for all leaders, review of policies, reduction in bias and discrimination behaviour from gender view point.
- Increased representation of diversity in Executive and Senior roles **from 28% to 35%**
- Workplace reports of misconduct below 1% indicating a positive workplace culture

Last year, We achieved a 90% Happiness Score in our employee engagement survey. This year we are aiming to increase this, reinforcing our commitment to a thriving and happy workplace.

The importance of this work is not to be underestimated and the impact to the business will continue to drive collaboration and innovation whilst adhering to the legislative framework.

Note: With Government changes in key priorities, these figures may be subject to is further review or adaptation

Michael wood
Head of People & Culture

Consultation

The business will survey and consult and has a number of anonymous reporting functions to gain valuable feedback.

This will include an employee Value proposition strategy to understand the needs and motivations of all employees in the success of work, life and growth at Ames.

