

## TRANSMAX GENDER PAY GAP EMPLOYER STATEMENT

### Our commitment

At Transmax, we want every person who joins our organisation to feel supported, respected and able to do their best work. Our commitment to equity, diversity and inclusion is more than a policy — it reflects the culture we actively nurture every day. It shapes how we recruit, develop our people, and create leadership opportunities across the business.

We know we have a responsibility to build an environment where everyone can contribute, grow and succeed. Guided by our values of respect and integrity, we remain focused on taking meaningful steps that strengthen fairness and equal opportunity for all.

### Understanding our data and the gender pay gap

Each year, Transmax reports workforce and remuneration data to the Workplace Gender Equality Agency (WGEA). The gender pay gap reflects the difference in average earnings between men and women across our business .

For the 2024–25 reporting period, our average total remuneration gender pay gap is **3.2%**. This is a positive shift from **3.8%** in 2023-24 and **8.7%** in 2022-23 — progress that reflects the impact of our ongoing work and the commitment of our leaders and teams.

**Your gender pay gap over time**

| All employees              | 2022-23 | 2023-24 | 2024-25 |
|----------------------------|---------|---------|---------|
| Average total remuneration | 8.7%    | 3.8%    | 3.2%    |
| Median total remuneration  | 7.7%    | 3.6%    | 0.6%    |
| Average base salary        | 8.7%    | 3.8%    | 3.2%    |
| Median base salary         | 7.7%    | 3.6%    | 0.6%    |

**Figure 1**

The unadjusted pay gap is influenced by our workforce composition, including gender representation in different job families and leadership roles.

Women currently represent **26%** of our workforce and **22%** of our Upper Remuneration Quartile. While these figures are consistent with broader STEM industry trends, we aspire to improve representation and are taking practical steps to strengthen pathways for women into technical, specialist and senior leadership roles.

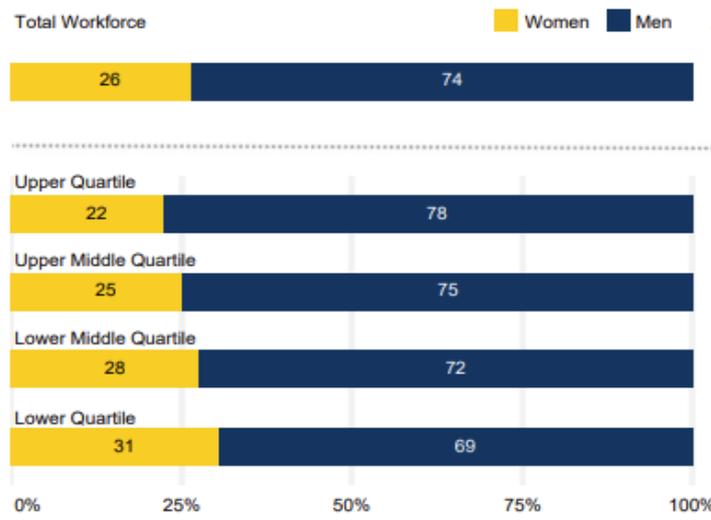


Figure 2

### Actions we’re taking

Meaningful and lasting progress requires sustained, intentional action. We are continuing to advance gender equality through the following initiatives:

#### 1. Annual remuneration equity reviews

Each year, we conduct comprehensive remuneration reviews that incorporate external benchmarking, internal equity assessments and structured governance processes. Leaders follow clear and consistent guidelines, and all recommendations undergo Executive review before being submitted to the Board for independent oversight.

#### 2. Attraction, recruitment and retention

We are committed to equitable and inclusive recruitment practices. This includes using gender-neutral language, structured assessments, and consistent evaluation criteria to minimise bias and support merit-based decision-making.

#### 3. Employee benefits that support real lives

Our benefits are designed to support the diverse needs of our people — ensuring flexibility, wellbeing and equal access to opportunities. These include:

- **Eight weeks of employer-paid parental leave**, available to eligible parents, regardless of gender, consistent with WGEA’s expectations for inclusive and non-gendered leave policies.
- **Hybrid and flexible working arrangements**, with two days in the office each week, supported by flexible working hours that enable employees to balance work, family and caring responsibilities.
- **Employee wellbeing** through EAP services and other wellbeing resources.
- **Flexible Public Holidays** that support cultural and personal diversity and **gifted leave days** to promote rest, recovery and wellbeing.

- **Financial wellbeing initiatives** to help employees plan for their long-term security and promote financial resilience.
- **Industry mentoring programs**, partnering with external mentoring programs to support capability development, career progression and leadership pathways, for underrepresented groups.

These benefits are designed to ensure that every employee has access to a supportive and equitable work environment. We remain committed to maintaining a benefits framework that upholds our broader governance principles of equity, transparency and equal opportunity.

#### 4. Leadership and empowerment

In 2024, we established a Remuneration & Nomination Committee to enhance our governance framework and provide independent oversight of remuneration and workforce equity.

#### 5. Transparency of career progression and internal mobility

We are committed to ensuring that promotion pathways are understood and accessible to all employees. This includes regular feedback processes and ensuring equitable access to promotions, secondments and acting opportunities.

#### 6. Enhancing flexible work through team-based design

We continue to strengthen flexible work by supporting teams in designing working patterns that balance customer needs, collaboration and personal commitments. This empowers employees to thrive while maintaining high-performance outcomes.

#### 7. Inclusive leadership capability building

We continue to invest in leadership development that builds inclusive capability — equipping our leaders with the tools to recognise bias, support diverse teams, make equitable decisions and create environments where all employees feel valued and empowered.

#### Next steps

We continue to promote an inclusive culture that values everyone, where our employees feel empowered, heard and respected so they can deliver their best each day. We continuously refine and review our internal procedures, which support our company policies to ensure they promote equality and fairness.

We are proud of the progress we have made — but we know there is more to do. Our focus remains on strengthening gender representation in leadership, advancing equitable opportunities and building a workplace where every person can thrive.

We will continue to be transparent about our progress and remain committed to long-term, sustainable change.

Signed by:  
  
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**Iain Denholm**  
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