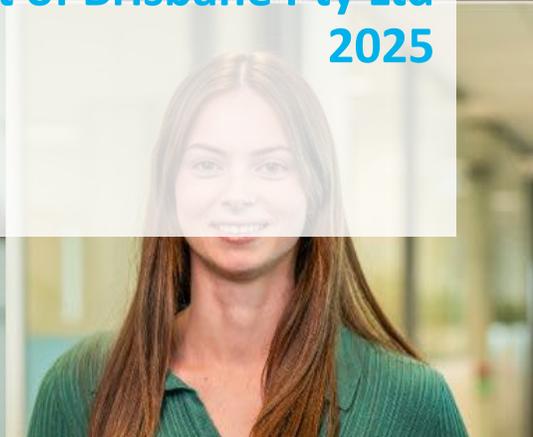




Gender Pay Gap Statement

Progressing Together Toward a More Equal Future

Port of Brisbane Pty Ltd
2025



Foreword

Progressing Together Toward a More Equal Future

The Port of Brisbane would not be the organisation it is today without the dedication, skill and commitment of our people. As we continue to deliver strong outcomes for our shareholders, our customers and the communities we serve, we remain focused on the opportunities ahead of us; opportunities to grow, to diversify, and to strengthen our role as Queensland's premier trade gateway. Our ability to bring together diverse perspectives and experiences will be central to achieving our long-term vision to be Australia's premier port and logistics hub.

To reach that vision, we recognise the importance of building a workforce that reflects the diversity of the broader community. Creating an environment where everyone can contribute, develop and thrive is not only the right thing to do, it is essential to sustaining our long-term performance and resilience.

For many years, women have been under-represented in the maritime and infrastructure sectors, and this has contributed to a persistent gender pay gap across the industry. At the Port of Brisbane, we have been deliberate in addressing this challenge. Through strengthened people practices, targeted initiatives and a more transparent approach to data, we are taking meaningful steps to improve representation, remove barriers and ensure fair and consistent decision-making.

Two years on from our initial Gender Pay Gap Statement and the commencement of our Equality, Inclusion and Belonging Strategy, we are encouraged by the progress we are seeing. Our gender pay gap has continued to reduce, supported by greater diversity in our workforce, improved recruitment and progression pathways, and the early impact of our Equality, Inclusion and Belonging Strategy. While we know there is still work ahead, our momentum confirms that we are on the right path and we remain deeply committed to this journey.

Together, we will continue to build a workplace where everyone belongs, where opportunities are equitable, and where our people are empowered to shape the future of the Port of Brisbane.

Neil Stephens
Chief Executive Officer

Steffany Sinclair
Executive General Manager People



Gender Pay Gap

Our 2025 gender pay gap outcomes demonstrate measurable progress, with significant reduction in both total remuneration and base salary gaps since 2020-21.

Although we recognise there is still work to do, these results demonstrate that our focused actions and policies are delivering impact and guiding us steadily toward greater gender equality.



Our Gender Pay Gap

Progressing Together Toward a More Equal Future

We have a gender pay gap, we know why, and we're committed to doing something about it.

Our gender pay gap is due to *lower representation of women in leadership and operational roles.*

Our pay gap has continued to reduce.

Our female representation across our business has increased by 12.6% since 2018 to 35.1% as at 31 March 2025.

Women now represent 40% of essential role successors, reflecting sustained female leadership representation, and a strengthening, more diverse talent pipeline.

Our female representation across maritime, engineering and technology are in line with, and in some cases well above, female representation levels reported by industry associations.

While we're proud of this progress to date, they all remain key priority areas for the business.

Gender Pay Gap Metrics	2020-21	2021-22	2022-23	2023-24	2024-2025	Reduction in Pay Gap (since 2020-21)
Base Salary Pay Gap (Median)	30.4%	32.4%	22.4%	16.5%	15.7%	-14.7%
Total Remuneration Pay Gap (Median)	30.1%	24.6%	22.20%	17.2%	17.2%	-12.9%

Gender Split by Level	Male	Female
CEO/Executive	80%	20%
Senior Manager/ Heads of Business	72%	28%
Manager	61%	39%
Professional	58%	42%
Operational	77%	23%
Administrative	7%	93%

Case Study: UNIQ You Partnership

You Can't Be What You Can't See

Our partnership with UNIQ You is grounded in the belief that *you can't be what you can't see*.

Our Advisors attract some of the strongest levels of student interest, reflecting the relevance and appeal of the career opportunities they showcase. Through their conversations, students discover roles they never knew existed, deepen their interest in maritime, engineering and technology, and build the confidence to pursue careers in traditionally male-dominated industries.

This demonstrates the power of visible role models in expanding pathways for young women and strengthening gender equity for the future workforce.



Case Study – UNIQ You

Steady Progress, Strong Commitment, Meaningful Change



Port of Brisbane has formed a three-year partnership with UNIQ You, a not-for-profit organisation that connects high school girls with women working in underrepresented and non-traditional industries. The program increases visibility of STEM, VET, trade and operational careers for young women and is a key initiative within our Equality, Inclusion and Belonging Strategy, to help remove systemic barriers, improve representation in non-traditional fields and address key drivers of the gender pay gap.

Port of Brisbane has appointed five female Advisors across Engineering, Technology, Operations, Environment Management and Property, with one additional Advisor added each year. Through the partnership, Port of Brisbane also funds two local high schools to participate in the program annually, strengthening pathways into traineeships, internships and early-career roles.



Key Impact Highlights

- Across 2025, PBPL Advisors reached 409 students, demonstrating strong engagement and sustained impact throughout the year.
- PBPL sponsored UNIQ You's 2025 International Day of the Girl event, raising funds for the school scholarship program which is helping fund 35 schools in 2026, including one directly supported through PBPL's contribution.
- The partnership also reached 23 educators, strengthening career guidance by providing up-to-date insights into industry trends, skills needs and maritime, engineering and technology career pathways

Our Actions

Two years into our 5-year Equality, Inclusion and Belonging Strategy, three high-impact action areas continue to guide our progress toward gender equality.

While the strategy outlines a broad program of work, these focus areas remain central to driving meaningful and sustained change across our organisation:

- Recruitment and Selection
- Progression
- People Data



Recruitment and Selection

We're focused on our employer brand and how we attract and recruit diverse talent.

OUR KEY ACTIONS: TWO YEARS IN

All selection panels for internal and external recruitment processes are diverse.

All Leaders and participants in selection panels are trained to call-out potential bias whether it's part of recruitment and selection, internal promotion, remuneration and reward decision making, performance evaluations, employee growth/development opportunities.

To help combat community perception of Ports, introduce blind advertising to increase participation of female candidates within the applicant pool.

All job advertisements are reviewed through a gender decoder to remove masculinity.

Introduce and report on metrics related to recruitment and selection, measuring diversity of applications throughout the process to eliminate potential bias from the process.

Introduce onboarding surveys to collect feedback from new team members in relation to the recruitment, selection and onboarding experiences.

Introduce requirement for interviews to include at least one suitably qualified female candidate.

Targeted recruitment campaigns to increase interest from women on opportunities and careers within Ports/Maritime.

Collect and analyse data through the recruitment process, to understand where diverse talent is identifying/applying for opportunities at the Port of Brisbane.

Already Delivered/Ongoing

Progression

We've focused on encouraging and supporting women to pursue operational, technical and leadership opportunities.

OUR KEY ACTIONS: TWO YEARS IN

Introduce tailored leadership programs to support diverse talent to develop into senior leadership roles across the company.

Formalise graduate/traineeship/cadet programs across PBPL to ensure diverse pipeline of successors and talent.

Introduce scholarship/sponsorship programs to improve diversity within occupations underrepresented by women.

Introduce formal mentoring program and formal succession plans for all essential roles.

Introduce diversity targets for talent identification, succession plans, career development and leadership training.

Promote equality through case studies/employee stories modelling career success.

Support women in underrepresented occupations to thrive in their first 5 years through introducing First 5 Program, for employees and for their managers and investigate other programs for underrepresented minority groups.

Develop plans to actively increase gender representation within operational teams where employees are more likely to earn overtime and allowances.

Already Delivered/Ongoing

People Data

Reviewing and analysing our pay gap and the drivers and actions that influence it, is a continuous process.

OUR KEY ACTIONS: TWO YEARS IN

Undertake a comprehensive review of PBPL's pay gap and share key findings and actions with the Executive Leadership Team, Network and People and Performance Committee

Increase awareness of gender pay gap within PBPL, what it is, how it's measured and the actions the company is taking through the Equality, Inclusion and Belonging Strategy to address the gap

Introduce gender calibrations and cross business benchmarking to address potential for gender bias through performance, remuneration and reward decision making processes

Undertake annual reviews of PBPL's gender pay gap, measuring movement at company and business unit levels, Hay Level, classifications

Share annual reports with employees to highlight and reinforce importance of gender equality, reinforcing the causes of gaps

Update remuneration and bonus policies to ensure that employees on parental leave are included in annual reviews

Establish and report on diversity, inclusion and equality targets both within and external to PBPL

Already Delivered/Ongoing

Progress on Gender Pay Equity

Steady Progress, Strong Commitment, Meaningful Change

We continue to make meaningful progress in addressing the drivers of our gender pay gap through practical action and ongoing transparency. Fairness and inclusion are embedded across our recruitment and people practices, with diverse selection panels, and gender-neutral job advertising used to remove barriers and encourage broader participation. We have set clear expectations to include suitably qualified female candidates in shortlisting and run targeted campaigns to attract more women to careers in ports and maritime roles including partnerships with UNIQ You.

Beyond recruitment, we are strengthening career progression and representation by increasing visibility of women's career pathways, reviewing representation in operational roles where earnings are higher due to overtime and allowances, and supporting stronger leadership and essential role pipelines. These efforts are underpinned by improved people data and governance, including regular reviews of our gender pay gap, careful monitoring of pay and reward decisions, and policy updates to ensure employees on parental leave are treated equitably. Together, these actions support fair outcomes for all employees and our ongoing commitment to improving gender equality across the organisation.



