

Gender Pay Equality Statement



2024



Gender Pay Equality Statement 2024

Pilbara Minerals (the Company) is committed to fostering an environment of inclusivity where all our Great People have equal opportunities, rights, and recognition, and are treated with respect and dignity.

Our commitment to gender equality and diversity is fundamental to our business success and the success of the local communities we operate in. Providing an environment that encourages innovation, creativity, and collaboration through an inclusive and diverse workforce aligns with our Pilbara Purpose and represents the world in which we live.

Recognising the impact of gender pay gaps on equality, we are committed to implementing measures to address and eliminate disparities.

This Gender Pay Equality Statement outlines our 2023 Gender Pay Gap results as calculated by Workplace Gender Equality Agency (WGEA) methodology, the key drivers of these results and our action plan to close the gap.

All data in this statement is correct as of 31 March 2023. The Industry Comparison Group referred to in this statement is compiled by WGEA and includes equivalent-sized employers in the Mining Industry (ANZSIC classification). The data contained in this statement is sourced from the 2023 Gender Pay Gap results published by WGEA.

Gender Pay Gap

2023 Gender Pay Gap Mean and Median Data (as at 31 March 2023 as reported by WGEA)

14.9%

Average (Mean)
Total Remuneration

14.0%

Average (Mean)
Base Salary

25.1%

Median Total
Remuneration

24.1%

Median Base Salary



Gender Composition by Segment

Chart 1. Pay Quartile & Occupation Pilbara Minerals vs Industry Comparison Group (as at 31 March 2023 as reported by WGEA)

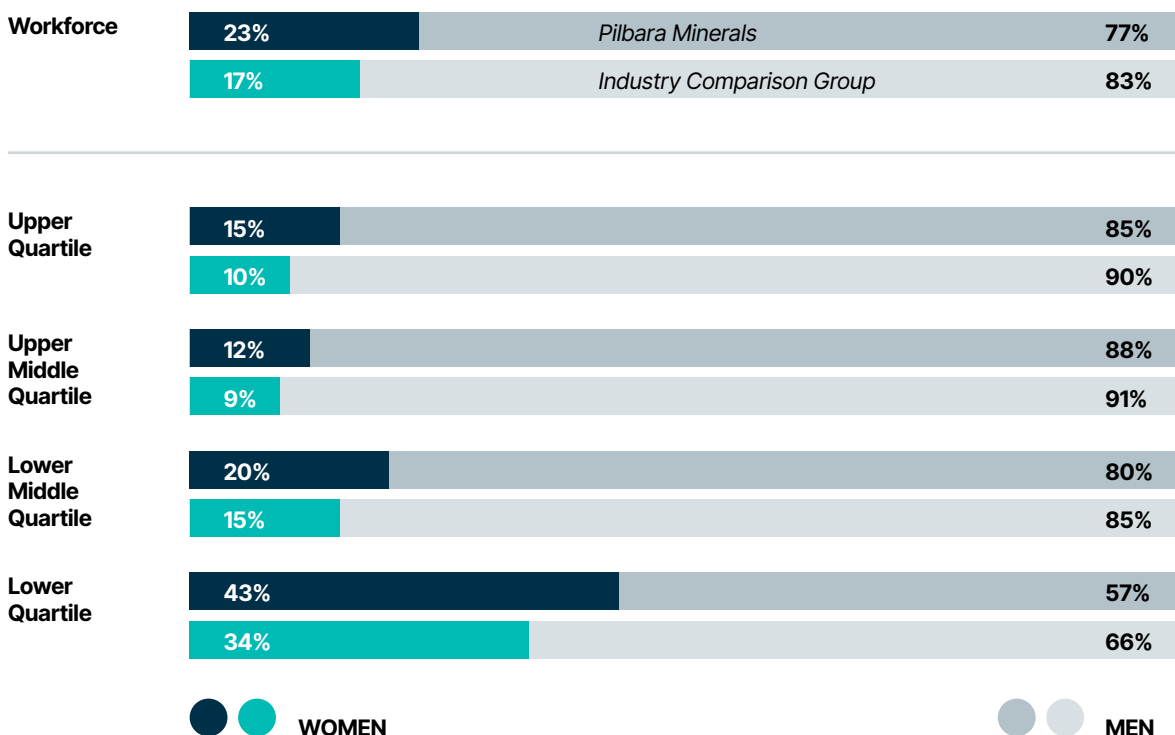
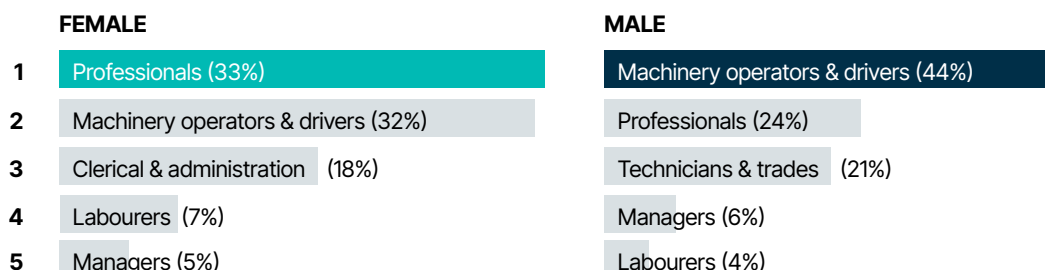


Chart 2. Pilbara Minerals' top occupations for each gender (as at 31 March 2023 as reported by WGEA)¹



The data indicates a disproportionately higher representation of females in lower quartile remuneration roles than upper quartile roles for both the organisation and industry group data. Females hold a higher number of clerical and administration roles and are more likely to be based in the corporate office than on site. There are a higher number of men in technical, managerial and site-based operator roles that fall into the higher quartile of remuneration. The disparity in distribution can be a significant contributor to the gender pay gap.

1. Percentages shown in each occupation category are proportionate to the total number of each gender employed.

Gender Composition of the Workforce

Table 1. Proportion of women and men in our workforce by manager/non-manager role compared to the Industry Comparison Group (as at 31 March 2023 as report by WGEA)

| | Pilbara Minerals' workforce | | Industry Comparison Group | |
|--------------------------|-----------------------------|------|---------------------------|-----|
| | Women | Men | Women | Men |
| Key Management Personnel | 0% | 100% | 26% | 74% |
| Managers | 18% | 82% | 17% | 83% |
| Non-Managers | 23% | 77% | 17% | 83% |

It should be noted not all members of the Executive Leadership Team are defined as Key Management Personnel. Subsequent to the reporting period an additional female appointment was made to the Executive Leadership Team resulting in a current gender composition for the Executive Team of 29% female and 71% male².



Table 2. Proportion of women and men by employment type in our organisation compared with the Industry Comparison Group (as at 31 March 2023).

| | Pilbara Minerals' workforce | | Industry Comparison Group | |
|-----------|-----------------------------|-----|---------------------------|-----|
| | Women | Men | Women | Men |
| Full-time | 21% | 79% | 16% | 84% |
| Part-time | 92% | 8% | 77% | 23% |
| Casual | 20% | 80% | 24% | 76% |

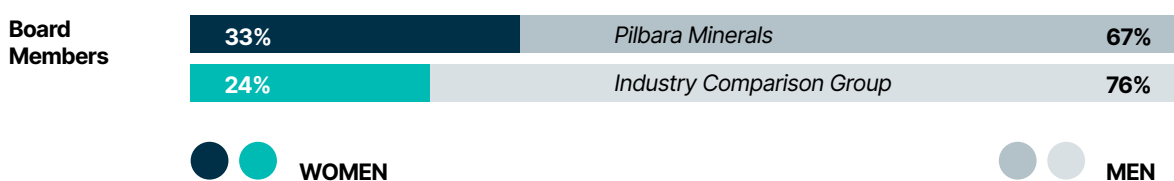
This data indicates our employment distribution is mostly aligned to industry averages, with the exception of part-time employment where there is a higher proportion of women in part-time roles.

2. The Executive Leadership Team is comprised of 3 Key Management Personnel and 4 Managers in the WGEA Dataset Table 2.



Gender Composition of Governing Bodies

Chart 3. Gender split of the Pilbara Minerals Board compared to the Industry Comparison Group (as at 31 March 2023, as reported by WGEA)



The Board's Non-Executive Director representation supports the 40:40:20 gender balance vision for executive leadership in corporate Australia. Since the submission of this data, we have appointed a female Non-Executive Chairman. This appointment brings our board composition to an equal 50% gender distribution.

Female representation across our workforce was previously reported to be 23% compared to the industry average of 17%. Our female representation figure has since increased and at January 2024 was 24.4%.

While the increase is positive, we recognise the need for continuous efforts to enhance gender balance throughout the workforce, particularly in senior leadership roles. Addressing this imbalance is critical to further narrowing the gender pay gap.

Why Do We Have a Gender Pay Gap?

An internal Gender Pay Gap audit and analysis was undertaken during the annual remuneration review. Like-for-like roles were compared, benchmarked to market, and assessed for any gender-based remuneration differences. This process highlighted gender distribution across occupation types as a key driver of our current gender pay gap.



Company Gender Composition

Senior and site-based roles are predominantly held by men and a high number of women occupy administrative and corporate professional positions. As site-based roles command higher salaries, this factor contributes to the existence of a structural pay gap.



Industry Gender Composition

The mining industry remains predominantly male-dominated, facing an ongoing challenge in attracting suitably qualified female candidates for technical, project and site-based positions. Given the higher remuneration associated with these roles, this exacerbates the existing gender pay gap within our industry.

Following the completion of our annual remuneration review and audit, we are confident all employees in like-for-like roles³ are paid equitably and where there are any pay differences these are not based on gender.

3. Like-for-like roles consider variables such as relevant experience, competency levels, remuneration market benchmarking, job location and rostered hours worked.

Actions and Strategies

We are committed to making continuous improvements to our gender pay gap through recruitment, community engagement, culture and reporting strategies.



Recruitment

A key focus is to improve the gender diversity across all functions within the business. Strategic actions to target this include:

- Continuation of our annual Graduate and Vacation Student programs which play a critical role in improving female participation in the mining industry.
- Advertisement of all roles internally to broaden the pool of candidates and support internal promotions.
- Offer of flexible work arrangements which is an attraction to many diverse groups.
- Encourage women to pursue site-based or technical roles through training and mentorship opportunities.
- Broadening our leadership development programs.
- Working with external recruitment agencies to increase applications from female candidates.
- Raise awareness of gender biases to enable our employees to recognise and address these issues within our workplace.
- Involvement of the recruitment team throughout the hiring process to identify and mitigate any cases of unconscious bias.

Community Engagement

We actively engage with initiatives that support gender equality within our local communities.

- Ongoing engagement with external groups representing students and women in mining to encourage the uptake of mining-related study and employment.
- Local community employment, tours and other engagement initiatives to encourage the participation of local women into our workforce.
- Supporting local initiatives, such as the Women's Legal Service Pilbara, through our Community Investment Framework to address gender-based disadvantage in the community.



Culture

Creating an inclusive workplace where all of our Great People feel a sense of belonging and value is an important part of our culture. Key actions we are taking include:

- Implementation of the Inclusion and Wellbeing Working Group, dedicated to fostering a more inclusive workplace culture through initiatives such as awareness campaigns, training programs, and continuous assessments to support inclusivity and support our diverse workforce.
- Implementation of an enhanced paid parental leave policy that supports both parents in taking dedicated time off to bond with their newborns and fulfill family responsibilities.
- Introduction of enhanced flexible work practices including flexible work hours, work from home options, part-time and job-sharing options aimed at fostering a more inclusive work environment.
- Continue our industry-leading School Holiday Program, designed to assist working parents and actively promote the inclusion of women in our workforce.
- Women of Pilbara networking events held quarterly on site. These events help forge a strong and inclusive support network for our site-based females.
- Bi-annual family day on site to showcase operations to those who have family working onsite.
- We maintain a zero-tolerance policy for any form of gender-based discrimination or harassment. We are committed to promptly addressing and rectifying any issues to ensure a safe and respectful work environment. The Unmute Yourself initiative provides employees with a mechanism for reporting and addressing incidents promptly and confidentially. In addition, all employees are required to complete Safe and Respectful Behaviours training.
- Host annual events on International Women’s Day on site and in Perth to celebrate achievements of women in our business and raise awareness about gender equality.

Accountability

Measuring the success of these strategic initiatives is crucial for ensuring progress. Key steps for effective measurement and accountability include:

- Complete regular gender pay equality audits and targeted metrics in our Human Resources Dashboard to track progress against our gender pay and gender composition targets.
- Inclusion of gender composition targets in leadership incentive plan targets.
- Gather feedback from employees both informally and through the biennial culture survey which provide employees with a platform to express their opinions and monitor our advancements toward achieving our culture and inclusion objectives.
- Regularly communicate the progress, successes, and challenges related to gender diversity initiatives to our people. Transparency builds trust and accountability. We want to celebrate achievements and acknowledge areas needing improvement.

Closing the gender pay gap requires ongoing work to understand and address the challenges that women face in joining the mining industry and remote work environments.

We are committed to continuous improvement in our gender diversity and gender pay gap results.





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