



# BMD Gender Pay Gap Statement 2026

BMD's purpose to 'power futures and create legacies' guides everything we do and our people are at the centre of that purpose. We operate in a predominantly male industry, and men currently make up the majority of employees across the sector, our business and particularly in senior leadership positions. Addressing this gender disparity requires deliberate action, leadership focus and ongoing effort across all levels of the business.

## Understanding our Gender Pay Gap

At BMD, we are committed to pay equity and ensure equal pay for like-for-like roles across our business. Our gender pay gap instead reflects workforce composition, particularly the lower representation of women in senior operational, technical and higher-remuneration roles.

During the 2024-25 reporting period, our average total remuneration gender pay gap is 31.3%, representing a 6.4 percentage point decrease compared to 2022-23 results. This movement reflects the progress we are making to increase female participation and leadership representation across the Group.

Increasing representation at all levels across the organisation remains a key focus, with significant investment in leadership development, talent attraction and industry engagement to build awareness and pathways for the next generation of talent.

## Workforce composition and progress

Women currently comprise 22% of BMD's workforce. Our female headcount in Australia has increased by over 220 since January 2020, representing a 95% increase in participation over six years. This reflects a sustained effort to attract and retain women across both corporate and operational roles.

Over the past 12 months, we have continued to increase female representation in senior and other management positions, positively shifting our gender pay gap for all manager roles by 16.3 percentage points, representing a 38% improvement on 2022-23 results. Our ongoing pay equity analysis across non-manager roles also shows continued year-on-year improvement, resulting in our gender pay gap for our manager and non-manager role categories being ahead of our industry comparison group.

While we are encouraged by this progress, we acknowledge that further work is required, particularly in operational and project-based leadership roles where female representation remains lower.

## Our operating context

BMD operates across a diverse range of sectors beyond traditional civil construction roles such as engineering, project management and supervision. In addition to our core infrastructure delivery capabilities, our workforce includes employees across property development and hospitality environments. This breadth of operations results in a wide range of occupational categories and remuneration structures across the Group.

For the purpose of reporting to the Workplace Gender Equality Agency (WGEA), BMD submits data under four separate legal entities of BMD Constructions, BMD Urban, JMAC and Niepe. While reported separately for compliance

purposes, all four entities operate within the same corporate structure and are governed by consistent workplace policies, remuneration frameworks and gender equality strategies.

Internally, we assess and monitor our Gender Pay Gap using the combined remuneration data of all employees across the Group to ensure a holistic and enterprise-wide approach to pay equity and representation.

We remain focused on reducing our Gender Pay Gap and increasing female representation in operational and leadership roles, guided by our Gender Equality Action Plan, launched in 2024.

## BMD's Gender Equality Action plan key pillars

Empowering culture	Strategic recruitment and leadership development	Educational partnerships	Industry and community awareness	Governance and measurement	Accountability and commitment
BMD aims to create an inclusive work environment where all employees, regardless of gender, can thrive. The focus is on breaking down barriers, eliminating bias, and ensuring that women have equal opportunities for career advancement.	BMD is dedicated to attracting and retaining women through visible career pathways, mentoring programs, and leadership opportunities. We emphasise the importance of flexible work arrangements and supportive frameworks for women, particularly in engineering and technical roles.	BMD actively engages with educational institutions and industry partners to promote construction careers among women. This includes partnerships with universities, schools and industry initiatives to increase female participation in the sector.	BMD promotes broader awareness of diversity and inclusion across the industry and within the communities where we operate. This includes partnerships with women's sporting teams, particularly in traditionally male dominated sports to support promotion of non-traditional career pathways.	BMD has established governance structures to monitor and report on the progress of its gender equality initiatives. Regular reporting will be conducted through the company's annual and sustainability reports.	Progress against our Gender Equality Action Plan is reported annually to the Board through our Diversity and Inclusion Committee.

## BMD actively drives our inclusive culture through a range of initiatives and work practices, including:

- National Diversity and Inclusion Committee** - comprising senior leaders across the business, focused on identifying barriers and opportunities to enhance the success of women, clarify career pathways and improve retention.
- Regional Diversity and Inclusion groups** - bringing together employees from site and office roles to embed diversity and inclusion at all levels.
- Policies supporting gender equality** - including paid parental leave, flexible return-to-work programs and flexible work arrangements.
- Development and training** - building a culture of respect, safety and inclusion, supported by strong and visible leadership and role-modelling.
- Partnerships with industry and women's sporting teams** - promoting non-traditional career pathways and broader awareness of opportunities in the industry.
- Mentoring programs** - assisting future female leaders to develop leadership skills and confidence to progress their careers within BMD.
- Broader industry uplift** - supporting long-term industry change by investing in initiatives that strengthen female participation in construction, including partnerships with UNIQ You and programs such as BMD Ready to build awareness, pathways and confidence for young women entering our sector.

## Accountability and commitment

Progress against our Gender Equality Action Plan is reported annually to the Board through our Diversity and Inclusion Committee.

While we have made measurable progress, we know there is more to do to achieve long-term and sustainable change. Our focus remains on increasing female representation in operational and senior leadership roles and delivering year-on-year improvement in our gender pay gap outcomes, ensuring we are building a workforce that reflects the communities in which we operate.

“At BMD, powering futures and creating legacies starts with our people. As leaders in an industry that craves diverse perspectives, it is fundamental that we demonstrate our equitable commitments and hold our leaders and teams accountable to do the same.”  
 - Scott Power, CEO, BMD Group