



Gender Pay Gap Report

2025



Babcock

“In my role as Early Careers Program Manager at Babcock, I’ve had the privilege of seeing how our programs open doors for diverse talent and help people feel supported from the very beginning of their careers. With strong mentoring and development pathways in place, we’re creating an environment where early career professionals can grow with confidence and make meaningful contributions. I’m proud of the year-on-year growth in diverse representation we have achieved across our programs in what is a highly competitive and male dominated industry. This couldn’t be done without the support of a dedicated team and a community of passionate STEM Ambassadors who give back through school and university engagement and through the partnerships we have developed. The expansion of the Defence Industry Pathways Program into South Australia in the last 12 months has been another milestone, broadening opportunities through traineeships and strengthening our talent pipeline even further.”

Sarah Shannon
Early Careers Program Manager

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Key gender pay gap data

1176 employees

▼ 2.24% (1203 in 2024)

305 female employees

▼ 2.87% (314 in 2024)

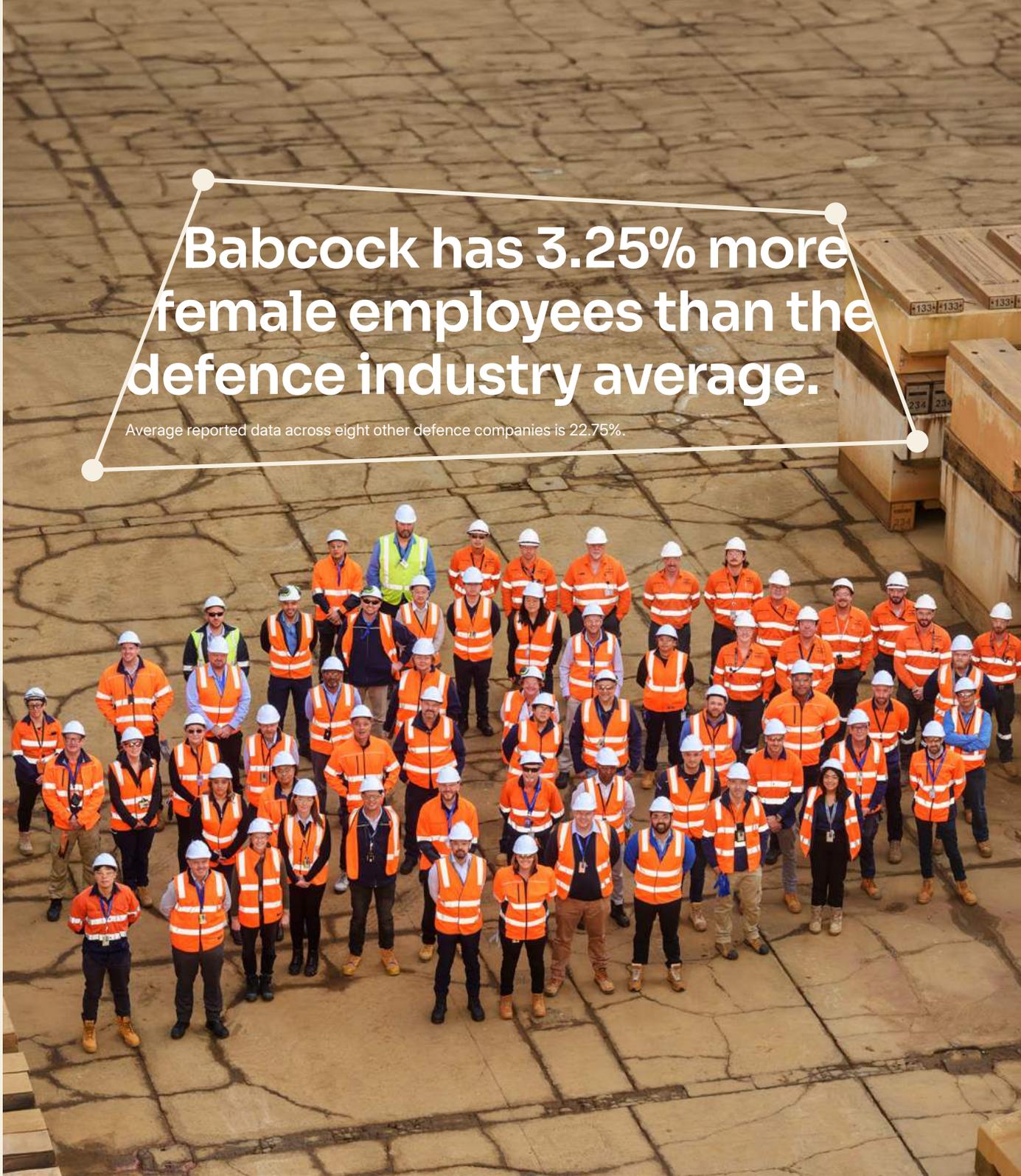
26% of our workforce is female

No change

Our gender pay gap

Measure	2024	2025	Babcock change
Average total remuneration	17.2%	21.6%	▲ 4.4%
Median total remuneration	19%	21.2%	▲ 2.2%
Average base salary	11.4%	16.7%	▲ 5.3%
Median base salary	15.3%	18.3%	▲ 3.0%
Females employed in professional or managerial roles	82%	78%	▼ 4.0%

It is critical to note that the gender pay gap is not the same as equal pay. The gender pay gap is the difference between average men and women pay across the organisation and across all roles. The gender pay gap is not to be confused with men and women being paid the same pay for the same, or comparable role - that is equal pay which has been a legal requirement in Australia since 1969.



Babcock has 3.25% more female employees than the defence industry average.

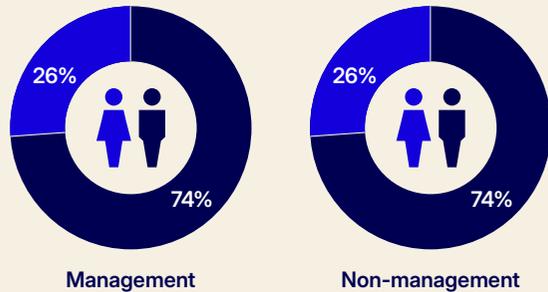
Average reported data across eight other defence companies is 22.75%.

Key workforce composition data

Babcock's workforce composition remained steady over the reporting period, with women representing 26% of employees, consistent with the 2023–24 results.

This proportion aligns with the broader Australian defence industry average and reflects the nature of our operations, which are heavily concentrated in maritime and aviation maintenance. These areas rely on technical trade roles that have historically been male-dominated.

The percentage of women in managerial positions also remained stable compared with 2023–24. While overall female representation decreased slightly this year (down 2.7%), the shift was proportionate across both managerial and non-managerial roles.



“As a graduate, I’ve felt genuinely supported to find my footing and grow in ways I didn’t expect at Babcock. Coming through the Environmental program, I’ve had the chance to sit in with senior leaders, learn from people across the business and spend real time on the ground with our trades teams driving practical sustainability improvements. That mix of exposure and hands on experience has shaped my confidence and helped me see where I can make a meaningful impact. I’m proud to be part of a workplace that champions women, values different ways of thinking and recognises the role environmental professionals play in shaping a more sustainable future for the defence industry.”

Grace Carter
Environmental Advisor



Our people

Senior leadership

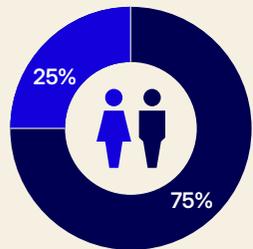
Our most senior leadership committee is our Executive Committee (ExCo), which comprises our Key Management Personnel. Women make up 11% of our ExCo, the same as in our last reporting period.

Our next most senior committee is our Senior Leadership Group, which consists of 10 women and 38 men, giving us 26% female representation.

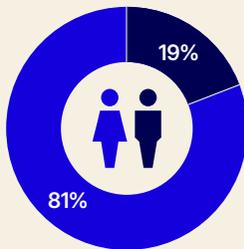
Target percentage of workforce

Babcock's targets are for women to make up 30% of our broader workforce by 2030. We have a range of activities underway to support the achievement of this target, as discussed on page 9.

Workforce composition by employment status



Full-time



Part-time

“Babcock has consistently supported my growth, both through the graduate program and the opportunities I’ve been given beyond it. I’ve been able to learn, develop and take on meaningful work while also having the chance to support and mentor other women in STEM both within Babcock and through our partnerships with universities. I’m proud to contribute to a workplace that actively invests in women’s development and creates space for us to thrive.”

Jemma Francis
Systems Engineer ADF-GSE



2024-25 data explained

Babcock Australia's average total remuneration base salary gender pay gap (GPG) stands at 21.6%, slightly higher than the Australian figure of 21.1%.

The primary factor contributing to this disparity is the composition of our workforce. For instance, 20% of women are employed in clerical and administrative roles, compared to only 0.6% of men. These roles generally offer lower market salaries than professional positions, which is reflected in the base salary GPG.

However, we are pleased to report that a significant segment (77%) of our female employees hold managerial or professional roles.

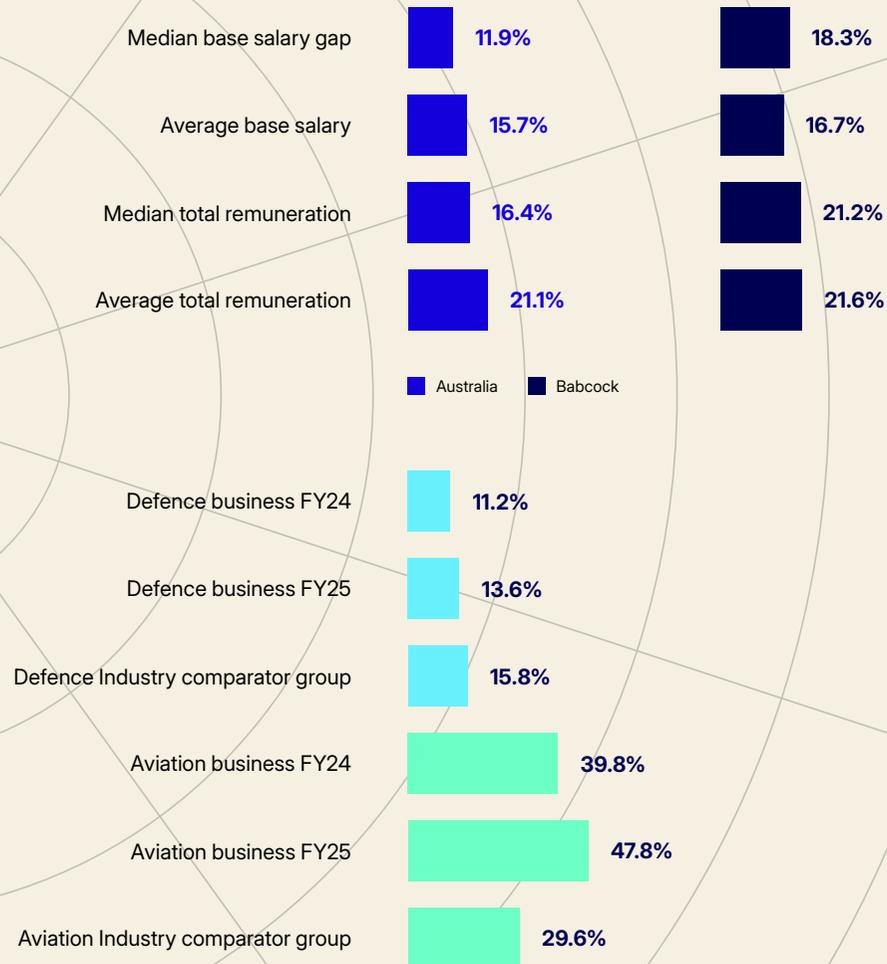
The median total remuneration GPG at Babcock is 21.2%, as calculated by the Workplace Gender Equality Agency (WGEA). This figure includes all forms of remuneration, such as overtime, on-call, shift, and other miscellaneous allowances. Positions that attract these allowances predominantly fall within the Technician and Trades categories and our Aviation and Critical Services teams.

The remaining employees receive a salary that includes built-in overtime. Notably, 99% of our technical trade roles are held by male employees, which significantly contributes to the total remuneration gap in favour of males.

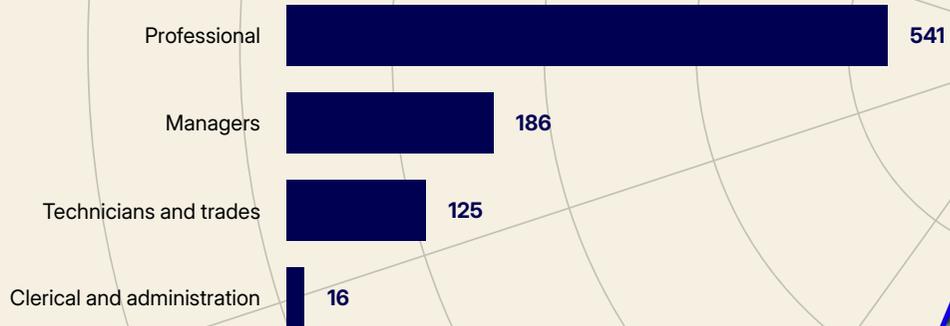
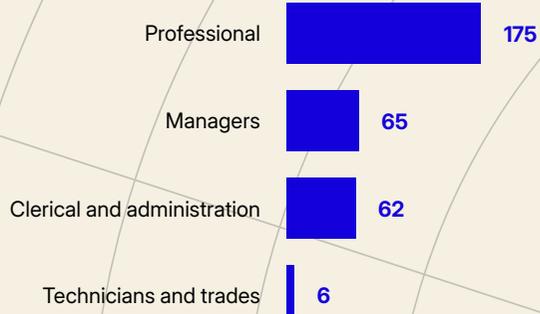
We report our diverse businesses as a single entity; however, a closer examination of individual business results reveals encouraging outcomes:

- Our aviation business has a total median GPG of 37.0% against their industry comparison group GPG of 31.9%. The Aviation business has increased its female employees from 8% to 10% in the last reporting year.
- Our defence business has a total average remuneration GPG of 13.6% against the comparable industry's GPG of 15.8%. This is slightly up from last year's figure of 11.2% but well ahead of the Australian GPG of 21.1%.

Gender Pay Gap percentages 2024-25



Distribution of role categories by gender



“From my first role at Babcock, I’ve been supported to balance the flexibility my family needs with genuine career growth. As I’ve stepped into senior leadership, the business has continued to open doors for learning and connection across teams and with senior leaders. I’m grateful for an environment that expands capability, builds confidence and empowers people to progress.”

Ashleigh Wuttke
Program Manager Acquisition



What are we doing to improve our gender equality?

WGEA outlines six Gender Equality Indicators (GEIs) under the Workplace Gender Equality Act 2012. Babcock is committed to continuous improvement across all indicators and has strengthened its approach this year through enhanced gender related data quality, the integration of lived experience insights, and more targeted initiatives that reflect the current and future needs of our workforce.

GEI 1: Gender Composition of the Workforce

Babcock continues to closely monitor the gender composition of our workforce, including representation of women, men, and non binary employees across employment categories, leadership levels, and organisational functions. We also track gender patterns in recruitment, promotions, appointments, and resignations to identify areas where focused action is required.

Improvements in our gender related data capability have enhanced the accuracy, consistency, and depth of the insights that inform our workforce strategy. These strengthened data systems, combined with the use of lived experience information from employee surveys, enable us to validate current initiatives and identify new opportunities to improve gender diversity across the organisation.

Monthly diversity and workforce composition reports are reviewed by senior leadership, shaping both immediate actions and long term planning. In addition, we publish an internal annual summary to maintain transparency and drive shared accountability.

We maintained our Work180 Endorsed Employer status throughout the reporting period, reinforcing our commitment to fostering a supportive and inclusive workplace for women.

Key initiatives supporting GEI 1 include:

- **Strengthening talent pipelines:** Achieving recruitment rates of 52% women in our graduate program and 42% women in our internship program, contributing to a strong and sustainable pipeline of women entering our business.
- **Focus on growth areas:** Targeted initiatives in parts of the business with the strongest growth potential, including expanded external engagement with organisations such as Women in Aviation/Aerospace Australia and other sector partners.
- **Gender Diversity Breakthrough Project:** An Executive sponsored program delivering targeted actions to build a genuinely inclusive environment and accelerate gender representation outcomes.
- **Employee visibility and advocacy:** Publishing employee profiles that highlight the achievements and contributions of women across all functions and career stages.

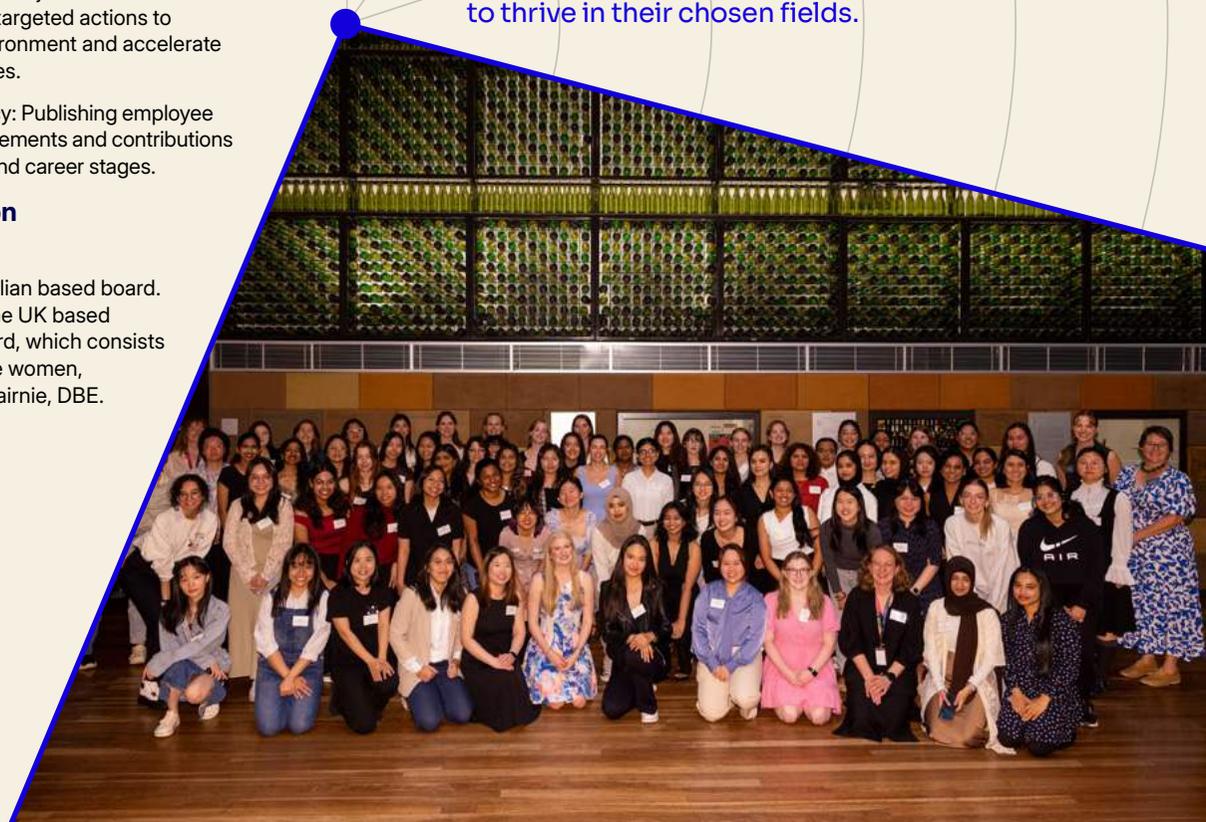
GEI 2: Gender Composition of Governing Bodies

Babcock does not have an Australian based board. Our principal governing body is the UK based Babcock International Group Board, which consists of ten members, four of whom are women, including the Chair, Dame Ruth Cairnie, DBE.

Babcock has proudly partnered with Adelaide University's Women in STEM Careers (WiSC) program since 2020, providing both financial and in-kind support to help develop the next generation of STEM leaders.

As part of our commitment, Babcock plays an active role in the program's annual Industry Week hosting site visits, facilitating panel discussions, and giving WiSC cohort members direct access to industry professionals. These engagements offer students valuable insights into real-world STEM environments and career pathways.

The WiSC program equips female students studying science, technology, engineering, mathematics and architecture with the skills, confidence and industry exposure they need to thrive in their chosen fields.



GEI 3: Equal Remuneration Between Women, Men, and Non Binary Employees

Our Remuneration and Benefits Policy requires all decision makers to consider unconscious bias, diversity, and gender equity in all remuneration processes. We undertake an annual gender payroll analysis and set year on year targets to reduce like for like, by level, and organisational pay gaps until full gender pay equity is achieved.

GEI 4: Flexible Working Arrangements and Employee Support

Babcock provides a wide range of flexible employment options designed to support employees at all life stages. These include working from home, flexible start and finish times, compressed working weeks, part time and job share arrangements, and gradual transitions in or out of increased hours.

We also provide an extended suite of paid and unpaid leave provisions beyond statutory requirements, including gender neutral paid parental leave, domestic and family violence leave, miscarriage and stillbirth leave, adoption leave, and foster care leave.

GEI 5: Consultation with Employees on Gender Equality

Babcock maintains structured and ongoing processes to consult with employees on gender equality matters.

These include:

- Babcock Ambassador Network—a key mechanism for two way engagement and consultation across the organisation.
- Global People Survey, a comprehensive annual survey that provides key data disaggregated by gender, identifying issues that influence workplace culture, inclusion, and gender equality outcomes.

Lived experience insights gathered through these mechanisms play an increasingly important role in validating our approach and ensuring new actions are grounded in employee realities.

GEI 6: Sexual Harassment, Harassment on the Grounds of Sex, or Discrimination

Babcock upholds a clear expectation that all employees conduct themselves professionally and respectfully in line with our Code of Conduct and Workplace Behaviours Policy. All employees complete mandatory training during onboarding and annually thereafter, with tailored bullying and harassment modules for both employees and managers. During this reporting period, we delivered additional training for all front line leaders, strengthening capability in grievance handling, reporting, investigation processes, and responding appropriately to workplace behaviours of concern.

Summary

Across all six WGEA Gender Equality Indicators, Babcock has strengthened its commitment to gender equality through improved gender related data practices, targeted engagement in high growth areas, and the meaningful integration of employee lived experience. These efforts ensure our initiatives are both evidence based and aligned to the evolving needs of our workforce.

“As a working mother with a full and busy life, I feel supported by Babcock. I am trusted to deliver professionally whilst being given the flexibility to manage my family responsibilities. This balance allows me to be my best self, both at work and at home and it makes me feel valued as an employee. I am proud to work for an organisation that ensure equality and actively champions women at every level.”

Tara Maschotta
Senior Manager Commercial
Aviation and Critical Services



