DYNO NOBEL®

GENDER PAY GAP STATEMENT

01 APRIL 2024 – 30 MARCH 2025

Updated February 2026

A message from the CEO & Managing Director

We are pleased to provide our third statement on Dyno Nobel Limited's (Dyno Nobel's) gender pay data, published by the Workplace Gender Equality Agency (WGEA) for 2024-2025.

We are pleased to report that our gender pay gap analysis did not find any systemic differences in pay between men and women performing comparable roles. As reported to the WGEA, the differences between base salaries and total remuneration for men and women reflect variations in representation across locations, job types and seniority levels.

Dyno Nobel has continued to increase female representation in higher-paid roles, contributing to a reduction in our gender pay gap.

For the 2024–25 WGEA reporting period, we engaged an independent external provider to undertake a detailed analysis of our gender pay outcomes. Consistent with findings from previous years, the review did not identify systemic issues of unequal pay between women and men performing the same or comparable roles.

The analysis confirmed that the primary driver of our gender pay gap is workforce composition, with men currently overrepresented in higher-paid technical, regional and remote roles, and in leadership positions. This means our gender pay gap reflects representation and progression patterns, rather than differences in pay for like-for-like work.

We will continue our efforts to increase the representation of women in higher paying roles by attracting more women into remote and regional locations, strengthening pathways into technical careers, and continuing to support the career development of talented female employees.

WGEA Gender Pay Gap	2023-24	2024-25
Dyno Nobel average base salary	18.0%	15.1%
Industry benchmark[1] average base salary	21.6%	18.5%
Dyno Nobel average total remuneration	21.9%	19.9%
Industry benchmark[1] average total remuneration	24.9%	22.5%

Our actions to increase female representation and prioritise pay equity across all roles are integral to maintaining a safe, inclusive and high-performing culture at Dyno Nobel, for the benefit of all employees.

Mauro Neves
CEO & Managing Director

[1] Benchmarked against WGEA 'Mining Support Services' industry cohort

We are committed to closing the gender pay gap

Dyno Nobel maintains its commitment to pay equity practices to continue to ensure equitable remuneration outcomes and increase female representation in higher-paying roles across the organisation. Key practices include:

1. Equitable remuneration and benefits

Dyno Nobel has established policies, processes, and practices to support equitable and competitive remuneration and benefits, including:

- **Annual pay equity reviews**, supported by a dedicated budget to address identified gender pay equity discrepancies. Leaders are expected to proactively escalate any pay equity concerns.
- **Performance rating calibration** across each business unit to inform salary increases, mitigate bias, and improve consistency. Average performance ratings in FY25 were consistent for both females and males.
- **Regular benefits reviews** to ensure equity and support progress toward closing the gender pay gap. For example, Dyno Nobel provides superannuation contributions during periods of unpaid parental leave.

2. Diverse recruitment practices

Targeted recruitment practices are in place to increase the representation of women, particularly in higher paying roles:

- **Gender diversity targets**, cascaded to leaders, guide efforts to increase female representation, including at senior levels:

Group	Target
Board	Gender balance of no less than 40% female and 40% male
Executive leaders (Executive Leadership Team and their direct reports)	Gender balance of no less than 40% female and 40% male by 2028
Senior Management	Year on year (YOY) improvement
Overall workforce – Business Units	Target 2% YOY improvement; Stretch target 4% YOY improvement
Overall workforce – Corporate Functions	Gender balance of no less than 40% female and 40% male

- **Entry level programs**, including graduate programs and operator traineeships, designed to attract diverse talent into future technical and operational roles.

3. Talent Development and progression

Dyno Nobel invests in development initiatives to build a strong and diverse pipeline for senior roles, including:

- **Targeted talent and succession planning**, governed by talent councils, to increase the representation of diverse talent in senior leadership pipelines.
- **My Potential program**, a development initiative specifically designed to support female employees in reaching their full potential, complementing broader leadership development programs available to all leaders.

Our employment, remuneration, and development initiatives and practices, such as those above, support an equitable and inclusive culture, benefiting our entire workforce.

You can read more about our approach to Diversity, Equity and Inclusion **here**.