

**Gender Pay Equality
Statement 2026**



About this statement

This Employer Statement is made by PLS Group Limited on behalf of its Australian entities. It outlines PLS' 2024–25 Gender Pay Gap as calculated in accordance with the Workplace Gender Equality Agency (WGEA) methodology.

This Statement relates to the 12-month period from 1 April 2024 to 31 March 2025 which aligns with the WGEA reporting period. Industry comparison references are based on WGEA-defined comparison groups comprising equivalent-sized employers within the mining industry (ANZSIC classification), using data published by WGEA.

Current WGEA data reporting methodology captures data for men and women, as reported in this Statement. We support WGEA's ongoing efforts to enhance data gathering methods for inclusion of gender diverse employees.



PLS is a leading global producer of lithium materials, with a diversified portfolio of assets and strategic partnerships in the rapidly growing battery materials sector.

Our Australian business comprises the Pilgangoora Operation, located 140 kilometres southeast of Port Hedland in the Pilbara region of Western Australia, and a corporate head office in Perth.

During the reporting period, we employed 914 people across Australia, with 76% of our workforce operating on a fly-in, fly-out roster at our Pilgangoora Operation.

In 2025, amid ongoing lithium market volatility, we focused on operational optimisation, disciplined cost management and strengthening our operating platform for future growth. Throughout this period, our people demonstrated resilience, adaptability and a strong commitment to safety and operational excellence, reinforcing the central role our workforce plays in delivering sustainable outcomes.

This Statement provides context on the key drivers of our gender pay gap based on the WGEA methodology and sets out our focus areas and actions we are taking to drive measurable improvement.

Our approach to gender pay equality

We are committed to fostering a diverse, inclusive and high-performing workplace where all our 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 long-term business success and to the strength of the communities in which we operate.

Operating in a male-dominated sector, we recognise that meaningful progress towards gender equality requires sustained and deliberate action. We acknowledge the impact that gender pay gaps can have on equality and workforce gender participation, and we are committed to transparency, accountability and continuous improvement in addressing these outcomes.

What is a gender pay gap?

The gender pay gap, as defined by WGEA, is the difference in average pay between men and women, shown as a percentage of men's pay. This is not the same as equal pay which has been the legal requirement in Australia since 1969, and ensures men and women are paid the same for performing the same role or work of equal or comparable value.

Our gender pay gap¹

Across our Australian operations, the average and median earnings of women remain lower than those of men.

We recognise there is still work to do to drive further progress, and pay equity remains a key focus. While there is ongoing work ahead, our internal analysis does not identify systemic gender pay gaps when comparing employees in like-for-like roles. The outcomes reflected in the data are influenced by our broader workforce profile and structural factors.

	2022–23 ²	2023–24	2024–25
Average Total Remuneration	14.9%	13.1%	14.1%
Median Total Remuneration	25.1%	11.1%	15.2%
Average Base Salary	14.0%	13.3%	14.4%
Median Base Salary	24.1%	10.4%	16.8%

¹ Part-time/casuals/part-year employees are annualised to full-time equivalent

² The 2022–23 gender pay gap excludes CEO and casual manager remuneration and therefore it is not directly comparable to the 2023–24 and 2024–25 results, which include these figures under WGEA requirements.

Understanding our gender pay gap

Our recent gender pay gap results are primarily influenced by structural factors and gender representation patterns across the workforce, rather than unexplained differences in pay for equivalent work. We are actively addressing these structural representation factors as part of our efforts to increase female participation and drive an absolute improvement in our gender pay gap.

Workforce composition and operational mix

In response to sector-wide market conditions in 2024–2025, we made some tough decisions to reduce our corporate workforce and to place one of our processing plants into care and maintenance. These reductions to both central and frontline operational roles disproportionately impacted female employees and as a result female representation declined from 24% to 23%. When reviewing our overall gender composition, our female employment remains slightly above the WGEA industry comparison group¹.

Leadership and promotion dynamics

Following the workforce adjustments in 2024–25, female promotion rates declined, in particular among women being promoted into manager roles.

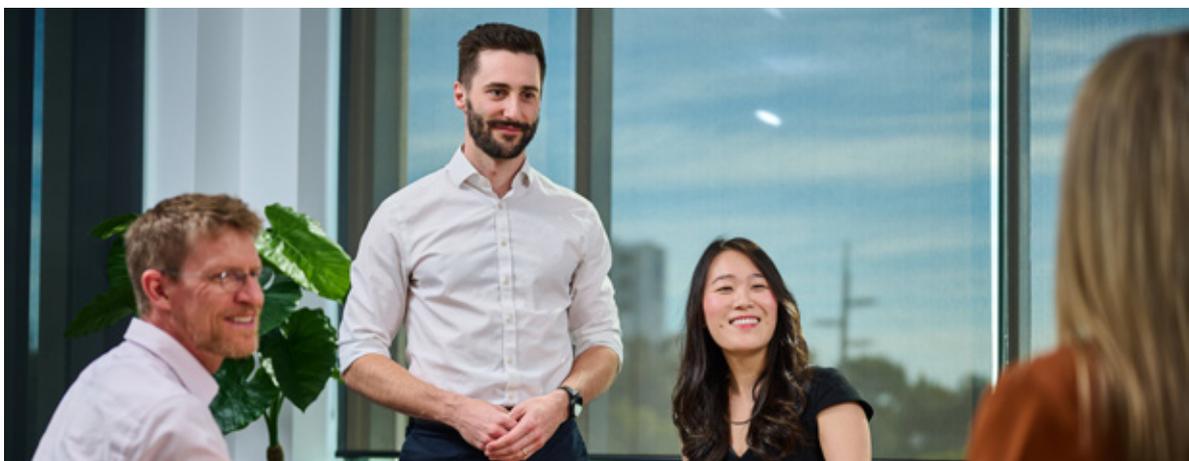
Encouragingly, female representation at senior management level increased from 3 to 10 during the period, and existing female managers experienced stronger median remuneration growth compared to their male counterparts. These outcomes reflect targeted hiring, succession planning and leadership investment, though the scale of change is not yet sufficient to offset broader workforce trends.

Remuneration movements

Overall median total remuneration increased across the workforce in 2024–25, supported by our continued focus on building a competitive and equitable remuneration framework. While remuneration growth varied across different parts of the workforce, the results highlight opportunities to further strengthen female representation in higher-paid operational and managerial roles, which continue to influence pay outcomes.

We apply clear criteria and procedures designed to support fair and comparable wages, hours and benefits across the organisation. Performance evaluations are monitored to ensure they remain merit based and free from bias.

An annual review assesses pay consistency across employees performing identical roles, with any identified discrepancies investigated and addressed as appropriate.



¹ WGEA industry comparison group: Mining, 500-999 employees

How we're closing the gap

We remain committed to making continuous improvements to our gender pay gap and to increasing female participation in our workforce through a broad range of targeted strategies and initiatives.

During 2024–25, we made significant progress in a number of areas:

Maintained Board female representation at 50%, adhering to the 40:40:20 gender balance position.

Applied a gender lens to succession planning at executive and senior manager levels to strengthen internal pipelines.

Continued an active focus on gender-diverse recruitment shortlists, with monthly tracking of new starters by gender.

Achieved 50% female representation in the most recent graduate intake, up from 33% in the prior year.

Supported inclusion through the PLS Women of Pilbara networking events hosted on site, industry partnerships and participation in gender diversity forums.

Continued to strengthen early-career and operational pathways through structured development frameworks linking capability, progression and remuneration. These initiatives will be further expanded in 2026 with the commencement of New to Industry programs for frontline operational roles.

These initiatives sit alongside broader wellbeing, engagement and inclusion programs delivered across the business.

For more information about our commitment to greater diversity and equal opportunity across the organisation, and the progress that we have made, please see the Sustainability section in the [2025 Annual Report](#) which can be found on our website.



Future focus

We recognise that our 2024–25 results reinforce the need to accelerate progress, particularly in leadership pathways and career advancement for women. Looking ahead, our focus will be on ensuring that improvements in hiring outcomes and senior leadership representation result in more consistent career progression and pay across the organisation.

Key commitments include:

Progressing our long-term target of 40:40:20 gender balance at senior manager and executive levels, and 25% female workforce representation by 2030.

Appointing a female executive to our Key Management Personnel structure commencing in 2026, reflecting our strategic focus on building diverse leadership capability and representation at the executive level.

Further expanding leadership toolkits, mentoring, and coaching support to strengthen inclusive people management, promotion, and hiring practices, particularly for frontline leaders and hiring leads.

Rolling out a structured feedback and professional development framework across our Australian workforce to support visibility of career pathways and readiness for advancement.

Continuing to refine workforce data and reporting to better understand structural drivers of pay outcomes, including workforce distribution and reward mix.

Conducting the 2026 Culture and Engagement Survey to track progress, inform targeted actions and ensure our people feel heard, supported and empowered.

Exploring opportunities to strengthen parental leave and retention support as part of our ongoing focus on fostering a family friendly and inclusive workplace.

Increase reporting of key metrics to the governing body by introducing annual reporting relating to the use and impact of flexibility measures.

We reaffirm our commitment to strengthening gender equality outcomes across the organisation. While our 2024–25 gender pay gap results highlight challenges inherent in our operating environment, they also provide clear insight into the areas where targeted action will drive the greatest impact.

In 2026, as part of our next WGEA submission, we will outline our first three mandated measurable gender equity targets to be achieved over the coming years. These targets will focus on our most challenging areas of gender equality and are designed to support sustained and transparent progress in closing our gender pay gap.

Alongside these targets, we will continue to embed gender equity considerations within our people, remuneration and governance processes, and promote greater female representation and career progression across all organisational levels.

We believe that a diverse and inclusive workforce is essential to supporting long-term performance, creating value for our people, communities and shareholders, and contributing to a resilient and sustainable future.



