



ERM Australia: WGEA Employer Statement



Reporting year of 2024– 2025





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Foreword

This report outlines the status of the gender pay gap within Environmental Resources Australia Pty Ltd and all Australian affiliated entities, reflecting the position as of 31 March 2025. It also includes a summary analysis of some of the factors influencing the findings presented in this report.

At ERM we remain dedicated to building a workforce that mirrors the communities we serve, where every employee feels respected, empowered and able to thrive. We embed inclusion and belonging into our everyday practices supported by customised systems and tools. Since launching our global Diversity, Inclusion and Belonging strategy in 2018, we have continued to broaden our efforts to educate, engage and strengthen our organisation. This strategy continues to evolve, and our commitment to creating an environment where everyone can bring their whole selves to work remains steadfast.

A handwritten signature in black ink, appearing to read 'M Gaggin', written in a cursive style.

(Michael Gaggin)

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Introduction

1.1

About ERM

Sustainability is our business.

ERM is the world's largest pure play sustainability consultancy. We work with the world's leading organisations, delivering innovative solutions and helping them to understand and manage their sustainability challenges. As at 31 March 2025, ERM employed over 8000 staff worldwide, with 623 people employed in Australia across six offices.

ERM has operated in Australia since 1994 and has been at the forefront of environmental and social consultancy. Our services to private and public sector clients offer a rare blend of technical and business management skills to help them understand and manage their environmental, health, safety, risk and social impacts. "The business of sustainability" reflects what we do to support our clients as they strive to attain their business goals. Sustainability and business are now inextricably linked and as an expert in sustainability, we play a role in helping companies achieve their objectives with an understanding of how this impacts wider society and the environment.

1.2

Our commitment to diversity, inclusion & belonging (DIB)

Our vision at ERM is to be the leading global force in environmental and sustainability consulting, leveraging the power of diversity and inclusion to drive innovation and deliver unparalleled solutions that positively impact our clients, our employees and the communities we serve.

Our global DIB policy and associated strategy set out our commitments to building an inclusive culture where diversity is welcomed; our work environment is inclusive; and equal and equitable opportunity in all aspects of employment is available to all employees. Achieving our DIB goals depends on analysing data to understand where we stand, and using that understanding to inform targeted, consistent actions to drive improvements. Pay gap data is a fundamental part of the picture.

2

Gender Pay Gap Reporting

This statement is written to accompany our published data for the 2024-25 reporting period.

The gender pay gap reflects the difference between men's and women's average earnings across the organisation regardless of their role or seniority and is expressed as a percentage of men's earnings.

Organisations like ERM, where men are more commonly represented in senior positions and women are more concentrated in junior roles are likely to have a gender pay gap. It is important to distinguish that gender pay is different to equal pay. Equal pay is defined as work of equal value, or 'like' work which is the same or broadly similar and extends to the full terms and conditions of employment.

2.1 Population

The reporting period that employers must use as the basis for their data submission is between 1 April to 31 March. For the reporting period of 2024-25, 623 employees were included in the submission.

All ERM entities (including acquired companies who had transitioned across to ERM employment terms, policies and benefits as at 31 March 2025) were included in the reportable data. The data reported in this submission contained only male or female declarations. In accordance with current WGEA reporting requirements gender must be reported in a binary way, acknowledging only men and women. As a result, the gap does not take into account non-binary or other identities. We hope future reporting frameworks will enable broader and more inclusive representation.

3

Pay Gap Breakdown

3.1

Overall summary

ERM Australia’s gender pay gap across the four key measures is set out below*. All four measures have improved on the 2023-24 reporting period. The average total remuneration gender pay gap has reduced by 7% on the prior year and the average base salary gender pay gap has reduced by 8.6%. The gender pay gaps on median total remuneration and median base salary have reduced by 10% and 16% respectively.

21.4%

Average (mean) total remuneration

23%

Median total remuneration

20%

Average (mean) base salary

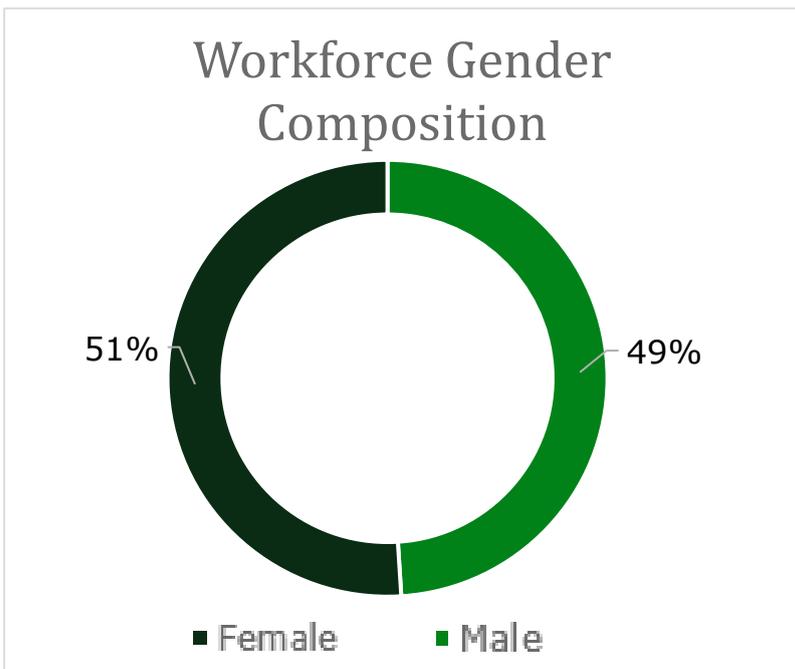
20.8%

Median base salary

**A positive percentage indicates that men are paid more on average than women*

3.2

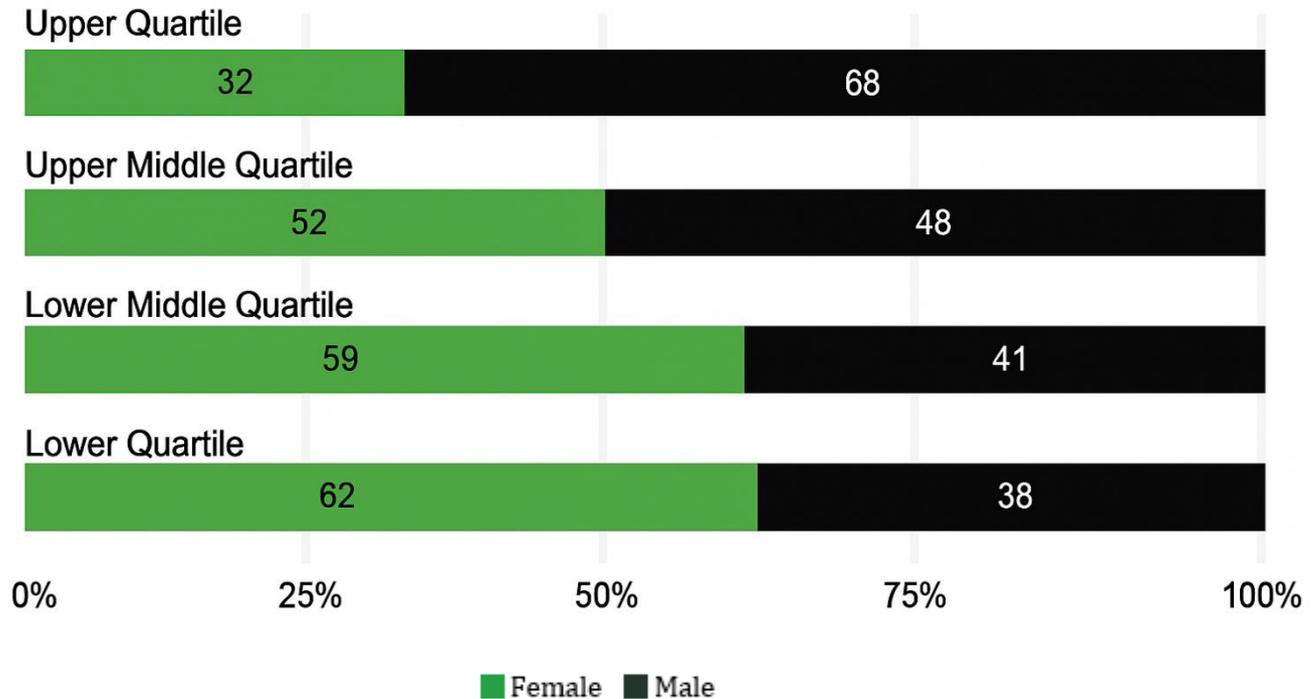
Employee distribution



ERM’s reportable workforce composition shows an even distribution of female to male employees with a slight skew towards female employees.

3.3

ERM gender composition by pay quartile (average total remuneration)



- The representation of females within the upper pay quartile is up 23% from the prior reporting period, increasing from 26% to 32%. This is reflective of the 25% increase in the number of females at the career level of Partner within ERM. Whilst this increased representation of women in senior positions is a positive step towards closing the gender pay gap, there is still a disproportionate number of men within the Partnership.
- Consistent with prior reporting periods the lower quartile continues to show a higher proportion of women, primarily due to the concentration of junior professional support roles within Business Enablement, 75% of which are held by women. These roles typically attract different market salary ranges compared to consulting positions that require specialized tertiary qualifications and extensive professional experience.
- ERM undertakes gender pay equity reviews annually. The analysis considers each role type to identify where any gaps exist for roles of equal size and scope. Where a potential pay gap is flagged, it is reviewed to understand if there is a legitimate basis, or if action is required and this is documented. Our most recent annual review has validated that we do not have a gender pay equity issue at ERM.

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Conclusion and Commitments

4.1

Key conclusions

The key conclusions of this report are:

1. ERM Australia has a gender pay gap in its reportable population, but it is continuing to narrow over consecutive reporting periods.
2. The primary driver of this pay gap is the gender distribution of employees, with more females in junior professional support roles and more males in senior consulting roles.
3. Another contributing factor to the gender pay gap is the higher market value associated with certain technical skill sets, which are more prevalent among male consultants. This results in a greater representation of males within the upper pay quartile.
4. The gender pay gap does not reflect a gender pay equity issue within ERM.

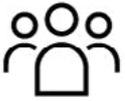
4.2

Commitments

ERM Australia continues to drive targeted local actions to address the gender pay gap as part of its broader global commitment to diversity and inclusion.

Achieving greater gender balance in senior leadership roles remains the most critical component of closing the gender pay gap.

We have a series of commitments to push this agenda forward as follows:



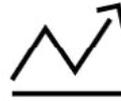
Continue gender-neutral recruitment processes including structured skills and competency-based interview training for hiring managers rolled out globally, with a strong focus on the impact of unconscious bias.



Adopt workplace practices that promote the attraction and long-term development of a diverse and inclusive workforce.



Continue to develop ERM's reward infrastructure, using externally sourced salary benchmarking data and annual gender pay equity analysis to ensure continued fair and equitable pay across roles and levels.



Focus on developing and promoting female employees from within the organisation, through participation in globally-led development programs such as LEAD, ERM's first Diversity, Inclusion and Belonging Sponsorship Program.



Understand retention and attrition trends by gender to determine required actions.

ERM Australia's gender pay gap will continue to be monitored and published in coming years and we will hold ourselves to account to ensure that:

1. We make a concentrated effort to create more diversity at Partner level, by focusing on our Path to Partnership promotion pipeline and targeted external recruitment.
2. Our recruitment practices are free from bias, utilising inclusive language through training, and inclusive leadership at scale from a top-down approach.
3. Our talent management and recruitment processes are inclusive and aim to reflect the diversity of existing employees and geographical talent markets in which we source candidates.

Sustainability is our business