

A woman with blonde hair tied back, wearing safety glasses and an orange Komatsu work shirt with reflective silver stripes, is focused on working on a large yellow piece of machinery. She is holding a blue tool. The background shows more of the machinery and a yellow light source.

**KOMATSU**

Creating value together

# Gender Pay Gap

Report 2025

## 2025 Gender Pay Gap Report

At Komatsu Australia, our commitment to fostering an inclusive and diverse culture remains strong. We are focused on building a workplace where our people thrive and create value together; one that celebrates diversity in all its forms, including gender, culture and age.

This year's gender pay gap data is directly comparable to last year's results, giving us a clear view of our progress. Komatsu's median base salary for men is 17.7% higher than that of women, a 0.1% increase from the previous reporting year. The median total remuneration gap has decreased by 1.2%, with men earning 37.7% more than women on a median basis.

Our analysis confirms that the primary driver of our gender pay gap remains the underrepresentation of women in senior leadership roles and in positions with higher earning potential, such as sales and trades. Encouragingly, we are seeing steady structural progress.

Women now represent 19% of leadership positions at Komatsu Australia, an increase of 2% from last year. We have seen more women promoted internally, more women appointed through external recruitment, and an increase in women taking primary carer's leave; all positive indicators of a more inclusive and supportive workplace.

We are also seeing movement across pay quartiles, with more women progressing into higher pay bands. Notably, there has been a 4% increase in women in the lower middle pay quartile compared to last year, reflecting improved representation and career progression.

The slight increase in the base salary gap followed a pay and bonus realignment within a predominantly male team. While this supported pay equity within that group, it had a modest upward impact on our reported base pay gap.

Our commitment to steady and sustainable change does not waver. Through our Gender Pay Gap Action Plan and broader Inclusion and Diversity Roadmap, we remain focused on increasing female representation at all levels of the business, particularly in leadership, sales and trades.

Progress of this nature takes time, particularly within our industry. However, we are confident we are on the right path towards achieving our goal of 25% female representation while ensuring Komatsu Australia remains a safe, inclusive and equitable workplace for all.

Gender equality is an important responsibility, and one I remain deeply committed to achieving.



A handwritten signature in black ink, appearing to read 'Sean Taylor'.

**Sean Taylor**  
**CEO & Managing Director, Komatsu Australia**

### What is the Gender Pay Gap?

The gender pay gap is the difference in earnings between women and men in the workforce. This difference can be expressed as the average or the median (mid-point). The gender pay gap is not the same as equal pay (pay for 'like for like' roles). Equal pay has been a legal requirement in Australia since 1969. Instead, the gender pay gap is the difference between the pay of women and men across our organisation as a whole. The gender pay gap considers pay equal pay, as well as how successful organisations are in attracting, retaining, and promoting women equally at all levels. The gender pay gap is a holistic and useful measure for tracking gender equality across a nation, industry or within an organisation.

The Workplace Gender Equality Act 2012 (Cth) (the Act) requires Komatsu and other employers of more than 100 employees to submit data to the Workplace Gender Equality Agency (WGEA) annually. The Workplace Gender Equality Agency is an Australian Government statutory agency created to promote and improve gender equality in the workplace and believe closing the gender pay gap is important for Australia's economic future and reflects our aspiration to be an equal and fair society for all.

The annual submission consists of:

- An online questionnaire related to your organisation's policies, strategies, and actions on gender equality.
- Two excel worksheets designed to collect information about workforce composition; salaries and remuneration; and employee appointments, promotions, resignations, and parental leave. It is important to note that the information collected here relates to our Australian employees. Our New Zealand and New Caledonian employees have not been represented due to WGEA requirements.

### Median Pay Gap

Our pay gap reported in this document and by WGEA is the median pay gap. While the mean gender pay gap is the difference in the average annual pay for all females compared to all males, the median identifies the middle point of a population. The median pay gap is the gap between the annual pay rate for a female at the mid-point, compared to the pay rate of a male at the mid-point. Identifying the middle of the dataset assists in accounting for outliers, for example the CEO. The median pay gap is reported on both base salary and total annual remuneration.

Please visit the [Workplace Gender Equality Agency website](#) for more information on the Gender Pay Gap.



## Komatsu Australia Results

### Gender Pay Gap

	Median 2024
Base Salary	17.7%
Total Remuneration	37.7%

The median base salary for men is 17.7% higher than that of women.

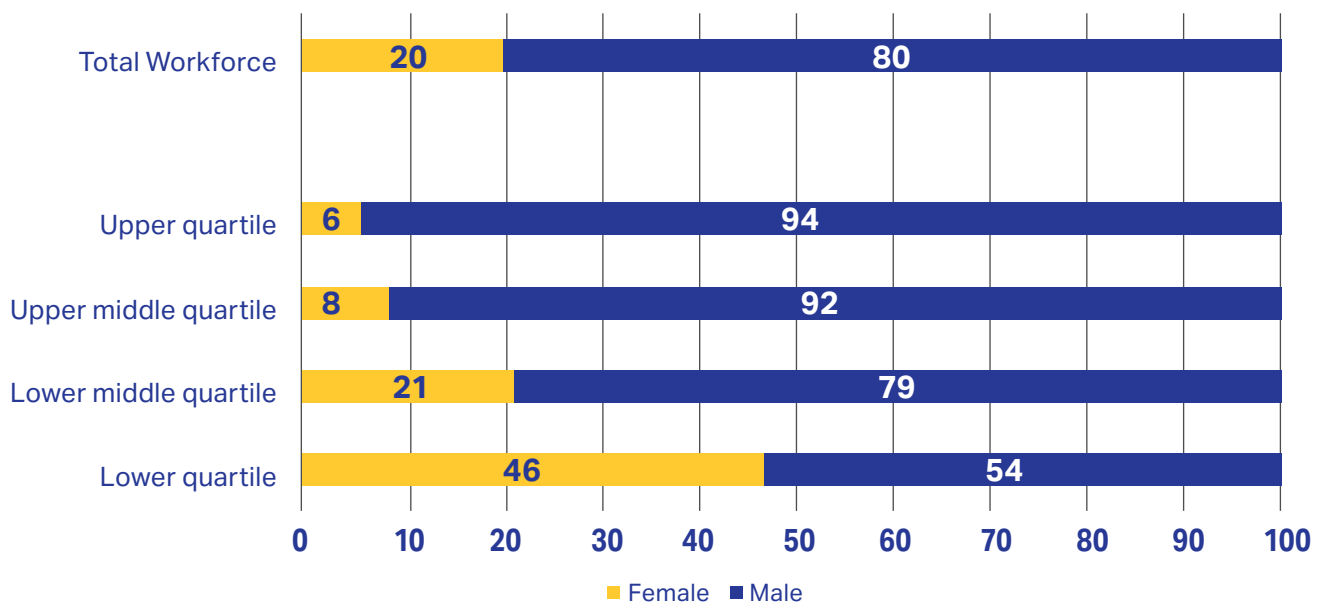
The median total remuneration pay for men is 37.7% higher than that of women. Total remuneration may consist of base salary, superannuation, short term incentive plan (bonus), motor vehicle allowance, commission, and/or overtime.

### Our Gender Pay Gap Explained

Our gender pay gap is driven by occupational and hierarchical segregation. This means that positions with high total reward earning potential, particularly Technicians, Sales Managers, General Managers and Executive General Managers are mostly occupied by men.

The graph below divides the total remuneration full-time equivalent pay of all employees into four equal quartiles. A disproportionate concentration of men in the upper quartiles and women in the lower quartiles is the key factor contributing our gender pay gap, although we have seen some positive movement in our 2025 results.

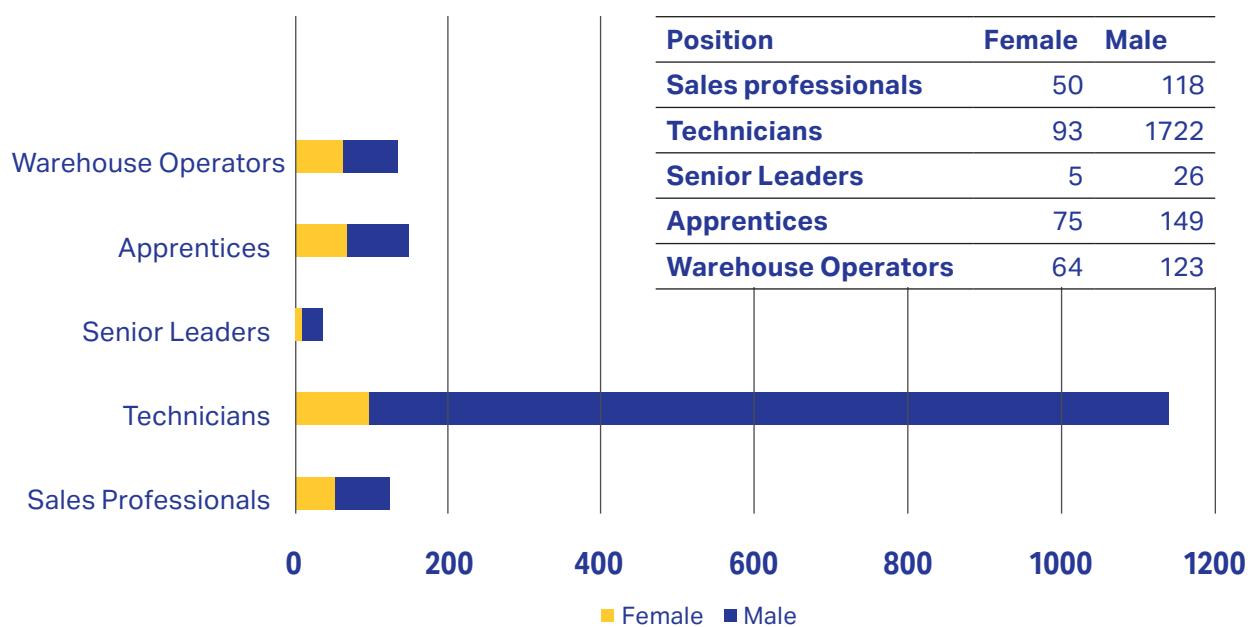
### Gender percentage by pay quartile



Our analysis of the 2024–2025 reporting period confirms that the contributing factors to our gender pay gap remain consistent with previous years. We recognise that these structural drivers will not change overnight and are outlined in detail below:

- Equipment Sales for each of our Mining, Construction & Utility and Parts Divisions saw significant growth over the reporting period, contributing to higher commission earned for predominantly male employees in these roles, who fall into the Upper Quartile.
- More than one third of our employees occupy Technician roles that can work various roster patterns and access overtime pay. These roles are occupied by 96% males and fall into the Upper and Upper Middle Quartiles. Due to the gender split in these traditionally male-dominated roles, when our business performs, our total reward gender pay gap increases due to overtime and commissions paid. We will continue to focus on increasing female representation in our Sales and Trades teams.
- A significant proportion of our Australian workforce is located in Western Australia, reported by WGEA to have the highest gender pay gap in Australia due to the industries and occupations in the region. The Mining, Resources, and Construction sectors, where there is an above-average concentration of male employees, contribute significantly to this gap. These sectors, known for their relatively higher pay rates, pose a competitive challenge as we strive to attract and retain talent in the region.
- As a result of our increased recruitment of women into entry level positions, the proportion of women in the Lower Quartiles is higher. These positions include our Apprentice and Graduate programs and our Distribution Centres. Over the next few years, many of these women will progress into higher quartiles and it is positive to see a 4% increase in women in the Lower Middle Quartile this year.
- There are proportionally more males in senior leadership roles within our organisation than women.

### Gender split by position



# 2025 Gender Pay Gap Report

## Key I&D Roadmap Initiatives

We remain committed to closing our gender pay gap and are investing in many initiatives to increase female participation at all levels within Komatsu Australia. Our Gender Pay Gap Action Plan is front and centre on our 3-year I&D Roadmap at Komatsu:



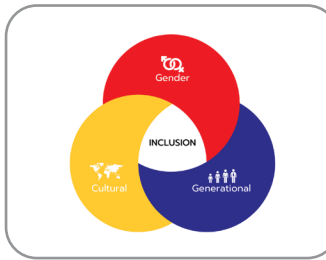
### Apprenticeship Opportunities

30% female participation in the 2025 Apprentice Intake



### Graduate Opportunities

50% Female Diversity in the 2024 Graduate Program



### Inclusion and Diversity Action Group

Committee designed to drive I&D initiatives and progress within the business



### NAWO Member

National Association of Women in Operations partnership



### Respect at Komatsu Workshops

Reinforcing our expectations of a Safe & Inclusive work environment



### Families at Komatsu Policy

16 weeks paid leave for Primary Carers and 4 weeks paid leave for Secondary Carers



### Western Sydney Wanderers and Perth Scorchers Sponsorships

Alignment with strong sporting brands that support an inclusive and diverse workplace



### STEM Punks

Partnership to inspire tomorrow's innovators with STEM education



### School Partnerships

Focus on engaging and educating female school students on Komatsu opportunities



### Supplier Multiplier

Partnering with our suppliers to influence gender diversity and equality in the value chain



### Champions of Change Coalition member

Industry Panel committed to increasing gender equality



### Ways of Working

Flexible Work options including part time, job share, WFH, varied rosters, phased retirement, purchased leave and more



### Entry Level Opportunities

Wide range of entry level opportunities for females, including Cert II Automotive Servicing Traineeships



### Diversity in Shortlists

40% Female Diversity for all shortlists



### Accelerated Leadership Programs

30% Female Participation



### My Career

Structured Career Framework and interactive Career Development map