

Gender Pay Gap Statement for Australia

2024-25 Reporting period

WGEA
FEBRUARY 2026





Publishing our gender pay gap is an important step. What matters more is how we act on it – now and into the future. Worley’s commitment is towards sustained, structural change that improves equity across the entire employee lifecycle, not short-term fixes that fail to address root causes.

We operate in a traditionally male-dominated industry, and we are clear-eyed about what that means. Until representation of women increases, particularly in technical and senior roles, the gender pay gap will take time to reduce.

That reality does not lessen our responsibility; it sharpens our focus on the decisions, systems, and investments required to drive long-term change. Our approach centres on embedding gender equality objectives into how we plan, lead, and measure performance. These objectives are supported by measurable goals, transparent reporting, and clear accountability.

Looking ahead, we have invested in technology to strengthen how we assess skills, progression, and pay, improve the quality and visibility of workforce data, and use evidence-based insights to challenge inequality where it emerges. For example, our adoption of Eightfold and PayScale talent and remuneration platforms enable us to minimise hiring bias, highlight internal female talent, and detect pay disparities. These are critical to building fairer, more objective systems which strengthen our processes to deliver better outcomes over time.

Alongside these investments, we are focused on retaining women at the peak of their careers – particularly during life stages such as menopause – by creating an environment that supports wellbeing and removes barriers to continued progression. We are proud to be a member of Menopause Friendly Australia and to have acquired the Anya app, supporting women’s health and career longevity.

Gender equality is not a standalone initiative, it is integral to building a sustainable, high-performing organisation. Progress will take persistence, particularly in our industry, but we are committed to doing the work required to create lasting change.

Erica Jensen

Senior Vice President,
Global Operations – Australia



Gender Pay Gap 2024-25

$$\frac{(\text{average remuneration of men} - \text{average remuneration of women})}{\text{Average remuneration of men}} \times 100$$

WORLEY SERVICES



37% women appointed to manager roles in 2025
33% women appointed to manager roles in 2024



All employees	Pay gap
Average total remuneration	17.3%
Median Total Remuneration	24.1%
Average base salary	17.6%
Median base salary	23.4%

WORLEY POWER SERVICES



25% women appointed to manager roles in 2025
5% women appointed to manager roles in 2024



All employees	Pay gap
Average total remuneration	22.7%
Median Total Remuneration	24.6%
Average base salary	22.7%
Median base salary	24.6%



worley

DELIVERING SUSTAINABLE CHANGE