OUR GENDER EQUITY JOURNEY

2024–25 GENDER EQUITY + PAY GAP REPORT

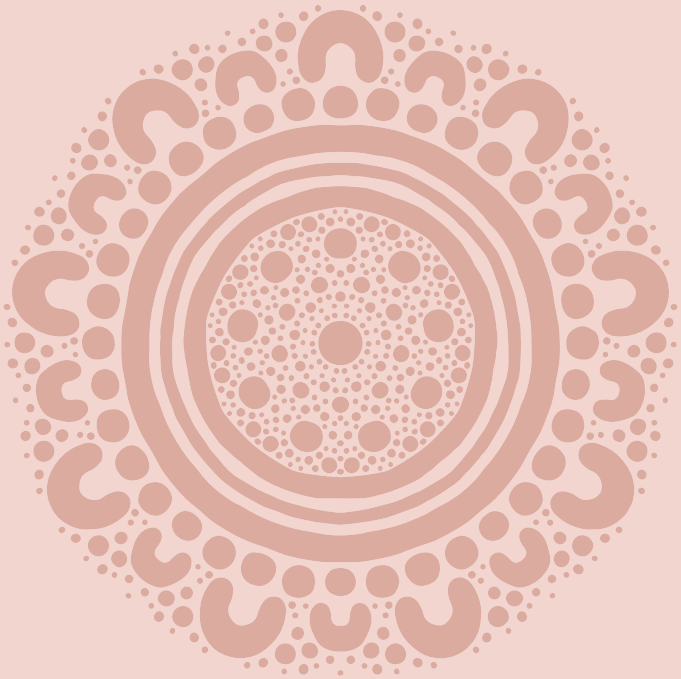
RICHARD CROOKES
CONSTRUCTIONS

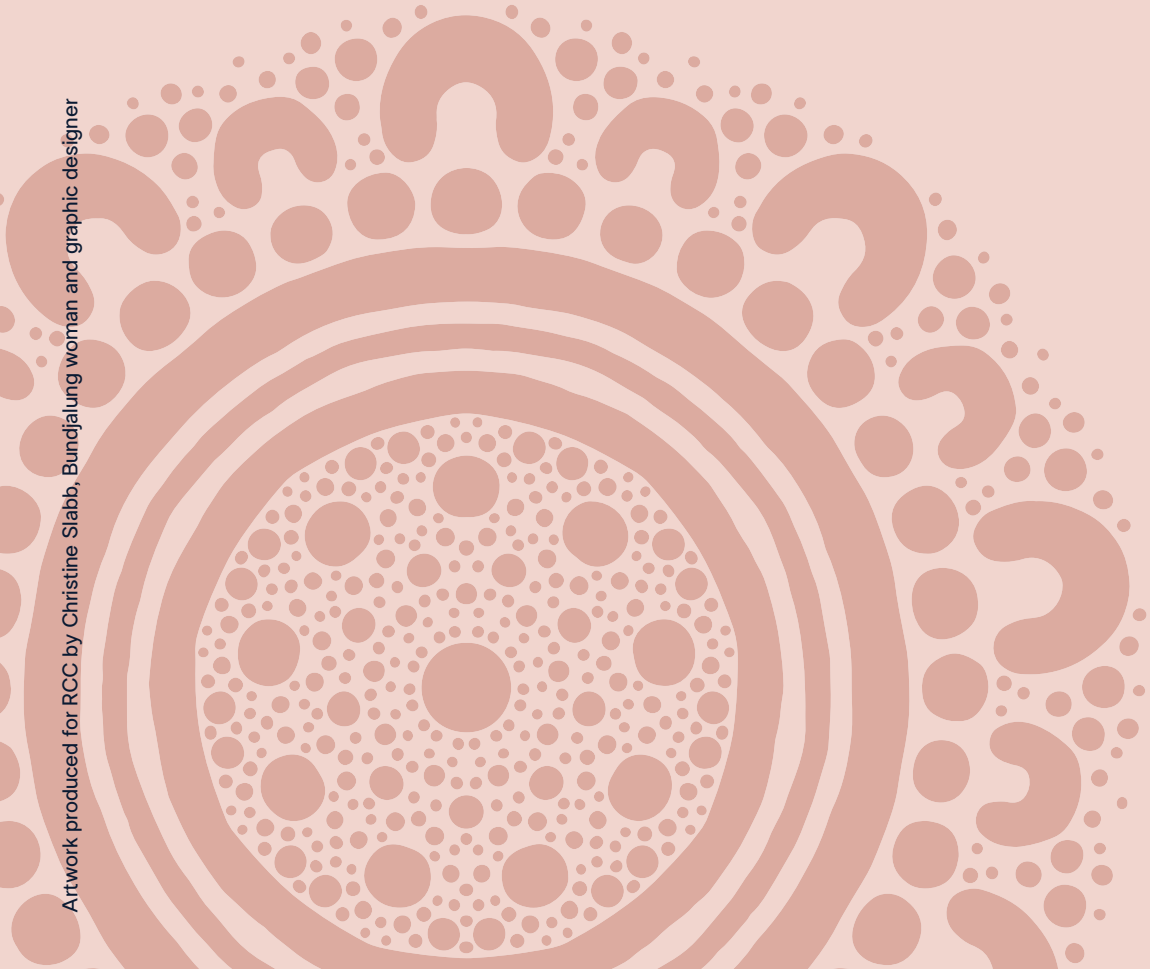


Richard Crookes Constructions acknowledges the Traditional Custodians of the lands and waterways we operate on.

In paying our deepest respect to Elders past and present, we recognise their enduring connection to Country and realise the lands on which we build have always been places of innovation and knowledge-sharing.

We honour the rich traditions of First Nations people and commit to learning from and working with Indigenous Communities to build a better tomorrow.





Artwork produced for RCC by Christine Slabb, Bundjalung woman and graphic designer

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MD FOREWORD

At Richard Crookes Constructions, our legacy has always been shaped by our people. As a family business built over generations, we know the culture we cultivate today will shape the opportunities available for the next. That drives our commitment to creating a workplace and an industry where everyone can thrive.

Gender equity is not a project, nor a set of annual numbers. It is a long-term transformation of systems, practices and culture. Like any meaningful change, the journey is not always linear.

Our commitment grows year on year. We remain focused on practical, sustained work — expanding pathways to leadership, strengthening inclusive hiring, investing in early-career talent, embedding flexibility and ensuring every employee has access to development and support.

Our people continue to tell us that RCC is a place where they feel valued, supported and able to contribute — and that gives me great confidence in our direction.

We know that reaching gender equity in construction will take persistence, partnership and courage. We have never shied away from doing what is needed to build a stronger future — for our people, our industry and our communities. This is no different.

Thank you to our people and partners who continue to contribute, challenge, support and lead. Together, we are delivering more than projects. We are proudly building an inclusive and equitable legacy for the generations who will follow.



Jamie Crookes — Managing Director


Jamie
Brookes

UNDERSTANDING THE GENDER PAY GAP

The organisation-wide gender pay gap measures the difference in average earnings between women and men across the whole business. It reflects workforce composition, seniority mix, role type and participation patterns.

It does not measure equal pay for equal work. RCC's strong remuneration governance ensures employees in the same role, at the same level and with comparable experience, are paid equally regardless of gender.

OUR 2024/25 PAY GAP STORY

This year, our organisation-wide gender pay gap is 27.5%, which **highlights that the journey toward meaningful transformation is not always linear.**

This metric reflects the average earnings of women and men across RCC — it is distinct from equal pay for equal work, which we uphold through our remuneration governance. The average pay of men is higher because there are more men in senior roles, which is reflective of the industry and historical workforce patterns.

WHAT DROVE THIS YEAR'S RESULT

RCC identified a need to grow our senior operational leadership team delivering major projects, to ensure continuity of our collaborative approach for clients and our culture of support and mentorship for our people.

Senior leadership recruitment during the reporting period was influenced by historical workforce patterns and industry talent pipelines, where the available candidate pool for these roles has traditionally been predominantly male, while many female recruits joined through early career pathways.

The material impact of this structural shift highlights where imbalances remain and re-affirms our focus on strengthening our pipeline of female leaders.

Recent hires in the 2025/26 reporting period already show a positive shift back in the right direction.

“Significant change seldom moves in a straight upward line — it involves shifts, recalibration and learning along the way. Building a more equitable organisation is a long term legacy, not a one year achievement, and there will be moments where the data moves before the impact of our work is fully realised. As we continue to grow and evolve, natural fluctuations in the numbers are expected; what matters is what those fluctuations reveal. This year’s shift offers valuable clarity on where structural imbalances remain and reinforces the importance of staying focused on the long term path toward sustained, generational improvement.”

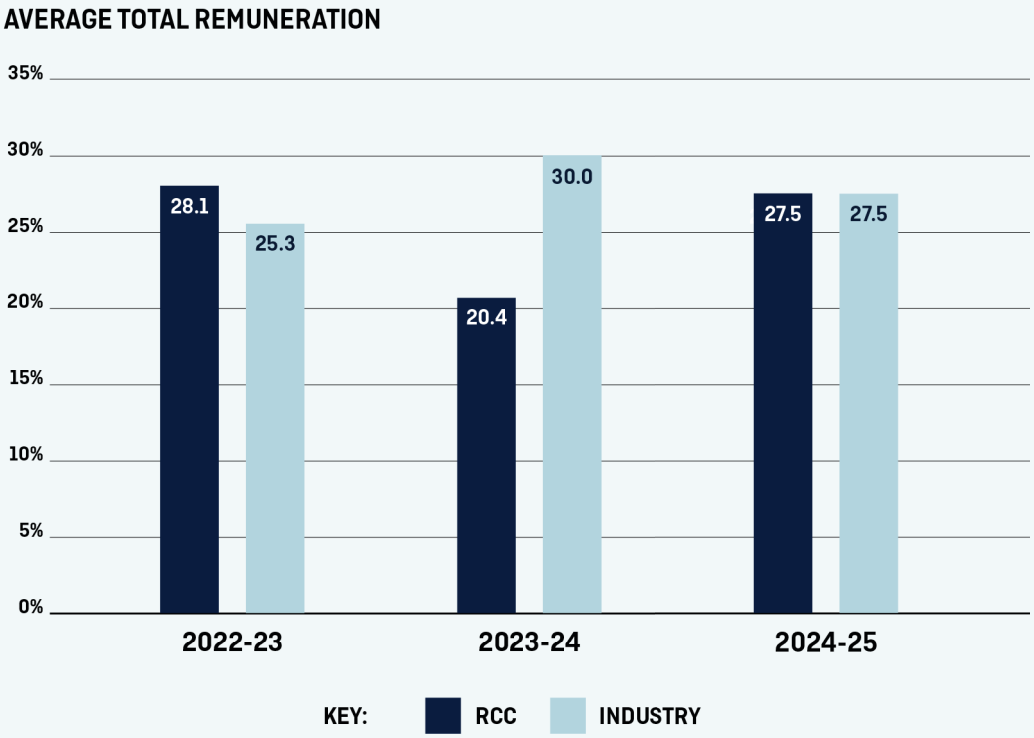
VANESSA RILEY

RCC CHIEF PEOPLE OFFICER



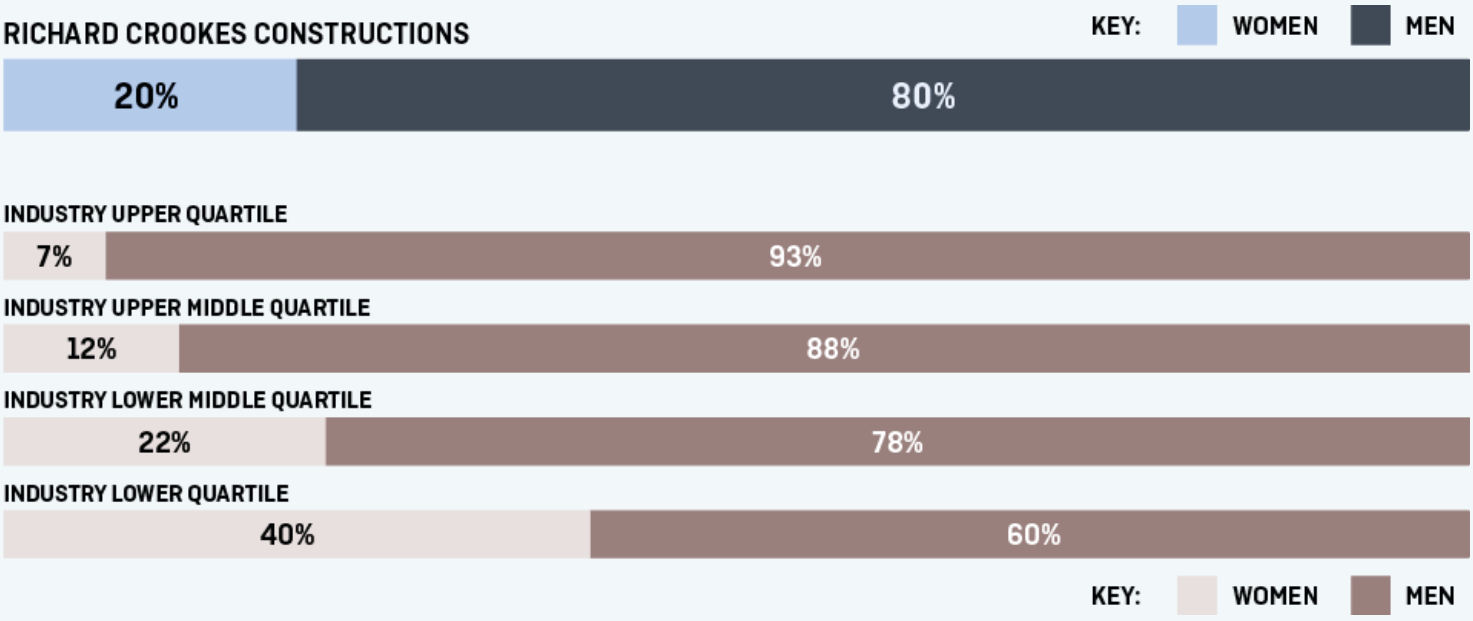
GENDER PAY GAP OVER TIME

RCC's pay gap is in line with our wider industry group (Non-Residential Building Construction) which has a gender pay gap mid-point of 27.5%.



GENDER COMPOSITION

RCC's gender composition matches that of our industry group — with 20% female engagement. The disproportionate concentration of men in the upper quartiles and women working part time is also shared across the industry as a driver of the gender pay gap.



Whilst systemic trends can be confronting, it means our increasingly collaborative efforts to improve female participation in construction will have a significant impact for future generations.

ADDRESSING OUR GENDER PAY GAP DRIVERS

Whilst progress is not always linear, our commitment is.

Being in line with the average for our industry means that as a business, and collaboratively with our peers, RCC has work to do to address organisational and systemic inequity in our sector.

The data confirms our focus on increasing female industry participation and women in leadership will have the biggest impact for RCC and the industry.

OUR ACTION PLAN

Our gender equity journey is part of our broader commitment to creating a culture of positive impact for our people, partners and planet.

Our dedication to gender equity is engrained within our values and vision; meaning it drives strategy and decision making at RCC. Leadership support enables us to maintain momentum and accountability on this long-term journey.

CREATING A CULTURE OF POSITIVE IMPACT FOR OUR:

PEOPLE

Diversity, equity and inclusion

Health, safety and wellbeing

High performing teams



PARTNERS

Social impact

Supply chain management

First Nations relationships and opportunity



PLANET

Climate response

Sustainable resources

Environment and nature



INCREASING INDUSTRY REPRESENTATION

We have put several initiatives in place to increase female representation in construction.

We are starting to see a positive shift in women joining RCC and the industry, but ongoing commitment is key.

29%

female representation in the Cadet Program



FEMALE STUDENT ENGAGEMENT PROGRAM — IRRAWANG HUNTER RIVER HIGH SCHOOL

HIGH SCHOOL ENGAGEMENT

Being able to 'see it to believe it' can be important for young women considering their future, We are committed to school student engagement initiatives to raise awareness, address stereotypes and highlight the breadth of career opportunities in the construction industry.



CADET PROGRAM

We're expanding early-career pathways (cadetships, graduate intakes and mentorships) with a focus on attracting and supporting women into site, commercial and technical roles.

RCC has one of the largest cadet programs in NSW. Promisingly, 29% of our cadets are female which speaks to the increasing representation of women in their early careers. This growing pipeline of female leaders will benefit from our commitment to offer development, support and flexibility to retain women through to those senior leader roles.

UNIVERSITY ENGAGEMENT AND SCHOLARSHIPS

Investing in scholarships and sharing our resources with university students enables us to support the next generation of women in our industry and ensure their study prepares them for a fulfilling career.

SCHOLARSHIPS

We are committed to scholarship programs with several universities, providing recipients with support and cadetships.



"This scholarship has a great impact on my confidence, it's helped me acknowledge and recognise that I'm on the right path as I pursue my interest in the built environment...I'm eager to showcase the importance of women in the industry and the significant contributions we make."

ENYA BOYD

RECIPIENT 2024 RCC UNIVERSITY OF NEWCASTLE SCHOLARSHIP FOR REGIONAL WOMEN IN CONSTRUCTION AND CIVIL ENGINEERING

ENGAGEMENT

Providing access to our people and resources improves the quality of tertiary education in our industry and sets students up for a fulfilling career.

RCC senior leaders sit on advisory boards, provide curriculum advice, resources and deliver guest lectures. Our teams and clients partner to provide project data and give students access to sites, providing the next generation with real world experience.



"These invaluable tours, supported by the dedication of both the on-site and off-site RCC teams, do more than reinforce course learning — they open students' eyes to the breadth of opportunities across the construction industry".

CRAIG BARRY

DIRECTOR AT CKB PROJECTS & CONSULTING PTY LTD AND LECTURER, UTS, SCHOOL OF BUILT ENVIRONMENT.

EQUITABLE OPPORTUNITY AND DEVELOPMENT

Equity is only realised when we identify and overcome barriers arising from bias or systemic structures to adjust for imbalances.

The goals are lofty, so incremental steps, regular reviews, strong commitment and industry collaboration are vital to make lasting change.

ENGAGING WITH OUR PEOPLE

Our culture and people are what set RCC apart. We value our people's voices and have embedded a comprehensive listening strategy across the employee lifecycle, with:

- a market leading culture program which challenges industry norms — focused on building an inclusive and supportive workforce
- employee voice mechanisms (Employee Resource Groups, engagement sessions and pulse checks) which inform action plans and track lived experience.
- a DE&I Committee which ensures our priorities reflect the lived experience of our people.
- Annual employee engagement survey — current engagement score is 93% for all employees. Engagement for women at RCC also sits at 93% demonstrating the experience for both genders is comparable.
- Monthly culture surveys to ensure we're supporting leaders to create supportive environments and high performing teams.

95%

female employees said they are proud to work for RCC

93%

female employees said they would recommend RCC as a great place to work

26

female promotions in 24/25 reporting year

PARTNERING WITH INDUSTRY

Traditionally, the construction industry has lagged behind other industries in terms of diversity, pay equity, gender equality and inclusion. We have formed strategic partnerships with industry organisations to amplify our impact.

- National Association of Women in Construction (NAWIC)
- Property Council Australia
- Property Industry Foundation
- 500 Women in Property
- Master Builders Australia
- Work 180 — Work180 accreditation further demonstrates our commitment to progress and advancing women's careers.



HOSTING NAWIC CAREERS WORKSHOP



NAWIC AWARDS FOR EXCELLENCE WINNERS 2025
LUKE GERATHY, GENERAL MANAGER – HUNTER AND NEW ENGLAND
AND SAM KUIPER, GENERAL MANAGER – DESIGN AND INNOVATION

AWARDS AND RECOGNITION

Industry recognition highlights we are moving in the right direction.

Our senior leaders, Samantha Kuiper and Luke Gerathy were awarded the Business Woman of the Year and Champion of Change awards at the 2025 National Association of Women in Construction (NAWIC) Awards for Excellence.

REMOVING BARRIERS AND SUPPORTING THOSE WITH CARING RESPONSIBILITIES

By proactively addressing barriers faced our people outside of work, we're working to foster greater workplace equity and help close the gender pay gap.

SUPPORT FOR THOSE EXPERIENCING FAMILY AND DOMESTIC VIOLENCE

RCC provides employees experiencing domestic and family violence with paid and unpaid leave and support.

SUPPORT FOR PARENTS

- Our attractive and practical approach to parental leave and returning to work helps assure our people they will be genuinely supported throughout their journey.
- Our parental leave policy exceeds regulatory requirements and provides flexibility for our people.
- Primary carers returning to work benefit from continued flexibility and support with our ease back program and flexibility to meet caring responsibilities.
  - 18 weeks paid primary carer leave
  - Ease Back Program – for the first 12 weeks back at work eligible primary carers returning for 4 days are paid for 5 days, those returning 3 days are paid for 4 days.
  - Superannuation payments for unpaid leave.

WHERE WE'RE FOCUSING NEXT (2025–2027)

- Embedding inclusive recruitment and workforce planning
- Apply gender-balanced shortlists and transparent selection processes; use workforce planning controls to improve balance in higher-paid roles.
- Expanding programs that build pipeline and representation
- Continued investment in cadetships, university partnerships, school engagement programs and mentoring to strengthen the future talent pool.
- Strengthening our culture
- Build inclusive leadership capability, normalise flexibility across project environments and strengthen support for shared care.
- Maintaining transparency and accountability, continuing regular pay equity reviews and reporting progress internally and externally.

GOVERNANCE, MEASUREMENT AND TRANSPARENCY

Our remuneration governance includes scheduled gender pay equity reviews and Board-level oversight of representation and progress against goals.

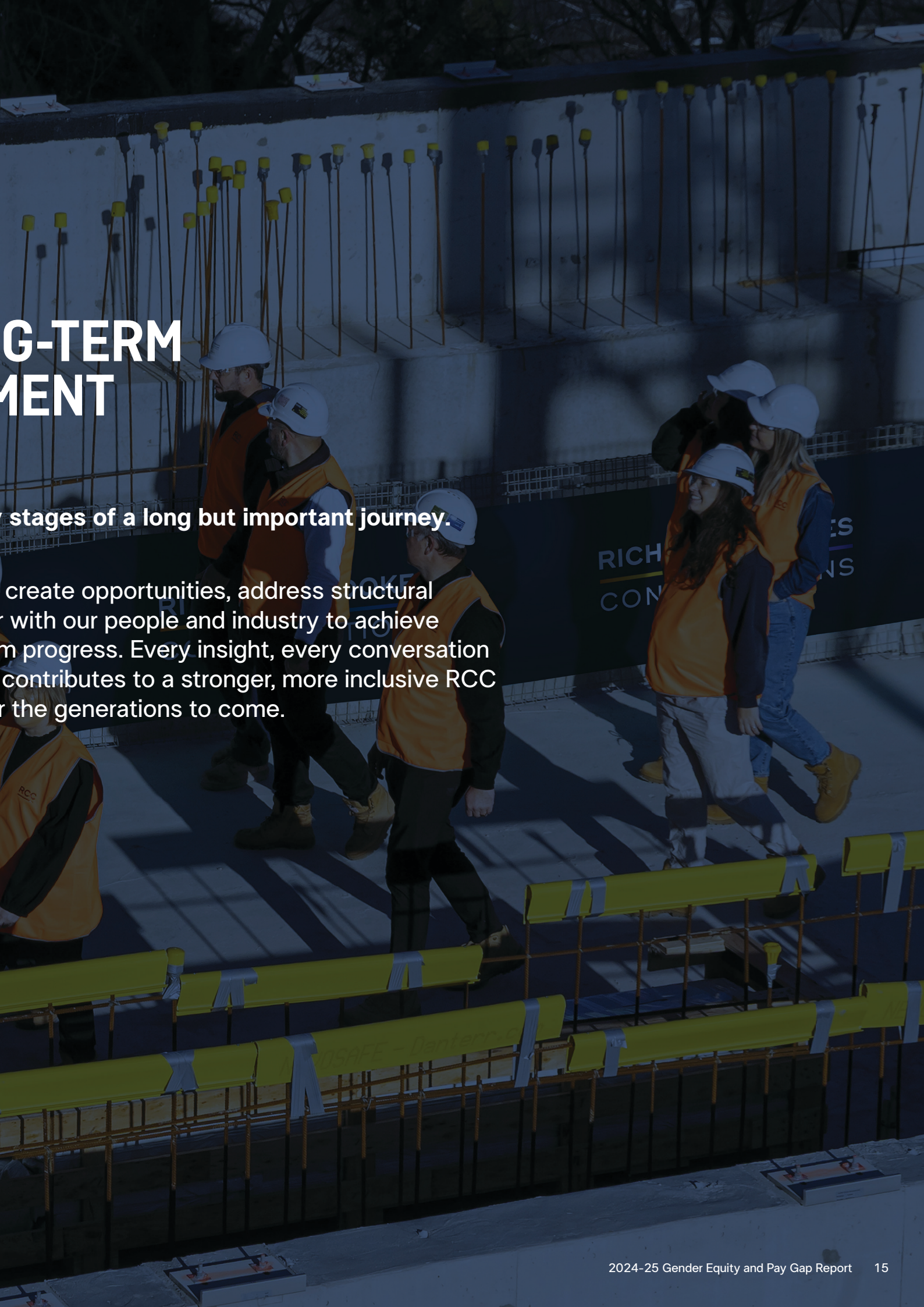
We will continue to review data regularly to understand both outcomes and underlying drivers, and we will share our progress with our people as part of our commitment to transparency.



OUR LON COMMITN

RCC is in the early

We will continue to barriers and partner sustained, long-ter and every initiative — for today and fo



G-TERM
MENT

stages of a long but important journey.

create opportunities, address structural
with our people and industry to achieve
m progress. Every insight, every conversation
contributes to a stronger, more inclusive RCC
the generations to come.

PROUDLY BUILDING TOMORROW

RICHARD CROOKES
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