



2026 WGEA Employer Statement

Message from Jad Vodopija

We know the best workplaces and teams are diverse, so we must continually invest in creating a place where the best talent want to build their careers. Attracting and retaining top talent is not just a priority; it is a business imperative that underpins safety, culture, our performance and the ability to continue to grow our company in the future.

In 2016, BHP set out to create a gender balanced workforce. In 2025 we achieved this aim, reaching 40 per cent female representation across our global employee workforce. This is a world-first for a global listed mining company, and a source of immense pride for our company.

Central to attracting talent is an inclusive, collaborative and respectful culture. Our data shows that teams with a more balanced mix of women and men report fewer recordable injuries, have lower unplanned absentee rates, achieve more planned work, and report higher employee engagement scores.

We are working to maintain and build on these efforts, so we can continue to attract great people from all walks of life to come and do great work at our company. So, as ever, there is more to do.

During the 2024–25 reporting period, women represented 36.9 per cent of BHP's Australian employee workforce, up from 33.4 per cent the previous year. This 3.5 per cent increase reflects our deliberate focus on attracting more women into the resources sector, including through new-to-industry pathways and skills development programs.

BHP offers highly competitive wages in the highest paying industry in Australia. In FY 2024/25 the average weekly earnings for women in the Australian mining industry was \$2,674, compared to the 'all industry' average of \$1,287 per week.¹

➔ **The opportunity to earn more than double the average wage—in an inclusive, high-performance workplace culture—has attracted many more women to a career at BHP over recent years.**

As these women progress through their careers, we expect continued improvements in gender balance across all levels of our business, but this will take time. As we continue to attract more women to mining, we expect to see fluctuations continue in our role distribution and gender pay gap from year to year.

BHP's like-for-like pay parity remains strong, with base remuneration for comparable roles continuing to sit within 1 per cent, demonstrating the strength of our pay equity systems. This result has come through a considered effort to analyse our pay data, embed equity in our processes, and conduct yearly gender pay equity reviews.

Our culture is critical to our continued success. We are determined to ensure BHP remains a place where great people—including more women at all levels—can do great work.



Jad Vodopija
Chief People Officer

¹ Australian Bureau of Statistics data explorer—Employee average weekly total earnings FY24/25

Explaining the WGEA methodology

This Employer Statement covers BHP's Australian employing entities for the 1 April 2024 to 31 March 2025 reporting period.

The Workplace Gender Equality Agency's (WGEA) gender pay gap methodology shows the difference between the average earnings of women and men across organisations, industries and the Australian workforce as a whole.

It is not the same as equal pay, which is where employees are paid the same for performing like-for-like work. Equal pay—or pay parity—measures can help reduce the gender pay gap, but there are other factors, such as workforce composition and the distribution of women and men in different types of roles, which are important as well.

WGEA publishes data on median base salary and median total remuneration gender pay gaps (which include base

salary, superannuation, allowances, short-term incentive payments and vested equity) and gender composition by pay quartiles.

WGEA has also published average base salary and average total remuneration gender pay gaps. Further, it has published corporate group gender pay gaps, which provide an overall figure across all reporting entities in the corporate group.

BHP's employee data is reported to WGEA in eight separate submission groups in accordance with WGEA reporting guidelines.

Understanding BHP's gender pay gap

BHP has been at the forefront of shifting the resources industry to become more inclusive, and to attract more women to the sector's global workforce.

In 2016 BHP set a target to become gender balanced, and in 2025 we achieved this aim. Globally, women now represent more than 40 per cent of our global workforce, up from 17.6 per cent when we first set the target. In Australia, women made up 36.9 per cent of our employee workforce at the end of the March 2025 reporting period, an increase of 3.5 percentage points on the previous year. This is about 13.9 percentage points higher than the mining industry average (as reported by WGEA in 2023-2024).

→ **In 2024-2025, 57 per cent of BHP's new hires were women. BHP has had great success in bringing more women into the organisation, which is improving balance across our workforce, and creating safer and higher performing teams.**

While our female representation is improving, many of our recruits are new to industry and therefore tend to start in lower paying roles. While these roles pay favourably compared to entry level roles in many other sectors, it means we continue to see fluctuations in our gender pay gap.

In 2024-2025 BHP's corporate group aggregate median total remuneration gender pay gap was 13.7 per cent, and the mean was 12.8 per cent. While favourable compared to the mining industry average, we know we must continue to work to close this gap.



How we're closing the gap



BHP is working to strengthen gender equity and reduce the gender pay gap.

We know it will take dedication and time to balance female representation at all levels of our company, but we're taking positive steps with continued commitment to move representation in the right direction.

We are taking multi-faceted steps to address the pay gap and examine our systems and processes to see where we can improve, such as:

1

Annual pay data analysis and gender pay reviews to ensure we are identifying and understanding the root causes of any pay differences that appear, and ensure that gender does not influence pay decisions.

2

Budget is allocated in the annual performance review cycle to address any pay gaps for like-for-like roles. This will help ensure that gender does not influence pay decisions.

3

We are focusing on **equity in salary reviews** for employees who achieve promotions or make lateral role changes.

4

Ongoing development support and targeted initiatives to assist women returning from parental leave to find suitable roles within BHP, and retention conversations with women who may be at risk of leaving, or ready for a role change or new opportunity inside BHP.



5

Flexible work. We are continuing to expand flexible work arrangements and support employees managing caring responsibilities.



6

Creating safer, more respectful and inclusive workplaces. Our work to eliminate harassment, improve safety in accommodation villages, and redesign equipment and processes continues to shape a more accessible and respectful workplace.

7

Training and new career pathways. Programs such as the Future Fit Academy remain central to creating long-term, sustainable representation at BHP through reskilling and upskilling programs.

Engineering out risk and opening up opportunity at Olympic Dam

At Olympic Dam, manual cathode stripping was once one of the site's most hazardous and physically demanding tasks.

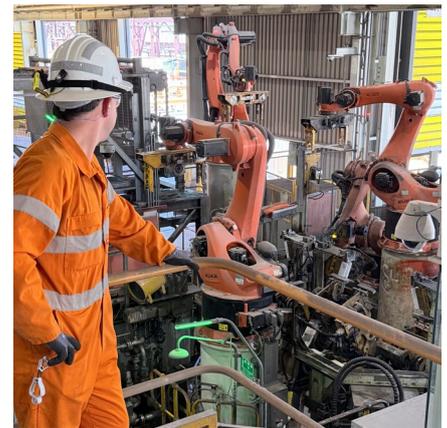
It involves removing thin sheets of copper from large metal plates after the refining process, exposing operators to crush hazards, line of fire risks and ongoing musculoskeletal strain. The introduction of the Robotic Cathode Stripping Machine (RCSM) has fundamentally changed this work, replacing high-risk manual handling with a fully automated, enclosed system.

Since implementation, the site has seen a marked reduction in recordable injuries and the complete elimination of manual cathode

clearing—removing a significant daily risk for operators. Improved operational reliability has also reduced downtime associated with copper jams, lifting overall production efficiency.

→ **The safety benefits have been matched by a meaningful shift in workforce inclusivity.**

By removing the physical barriers that once limited who could enter these roles, the RCSM has helped create a far more accessible operating environment. Today, the team of qualified RCSM operators reflects a near 50/50 gender split—a significant achievement in an area of work historically dominated by men.



The project demonstrates how redesigning work to remove risk at the source can also remove barriers to participation, supporting BHP's efforts to build a safer, more inclusive and more gender balanced workforce.



Redesigning maintenance work to reduce injuries and enable a more inclusive workforce

Work-related musculoskeletal disorders (WMSDs) are a significant health and safety challenge in Australian workplaces². Recognising the impact of these injuries, BHP's Operational Services created the OS Maintenance Redesign (MRD) Team in 2020 to address the root causes of WMSDs through practical, scalable solutions.

Combining deep trade experience and occupational health expertise, the MRD Team redesigns tasks, tools and environments to ensure work is safer and accessible for our employees and contractors. One example is their intervention at the Goonyella mine in Queensland, where a serious finger injury prompted a root cause analysis that revealed a 30kg overhead lift as the underlying musculoskeletal risk. The team introduced lightweight sling and shackle sets—reducing lift weight tenfold and enabling team members of varied physical capabilities, including more women entering maintenance roles, to perform the task safely and confidently.

→ **Over the past five years the MRD team has implemented more than 500 unique initiatives. This work has reduced musculoskeletal injuries by 35 per cent and total injuries by 22 per cent.**

By redesigning the work, OS Maintenance is building a safer, more inclusive environment that supports long-term workforce participation and new career pathways for women in mining.

² In the 2023-2024 reporting period, Safe Work Australia reported that 15.3 per cent of serious workers' compensation claims were related to musculoskeletal and connective tissue diseases.