

2024 – 2025 WGEA Gender Pay Gap Report – Iluka Resources External Employer Statement

Iluka is committed to building a diverse workforce, representative of the broader communities in which we operate, and ensuring gender pay equity within our workforce.

The gender pay gap is the difference between the average earnings of women and men in Iluka’s workforce. The gender pay gap, which is impacted by the gender representation in various parts of Iluka’s workforce, is not a reflection of gender pay equity. Gender pay equity is equal pay for performing the same role, where the value, skill and responsibility of the work is considered equal or comparable.

Iluka has undertaken an annual gender pay equity review since 2015. The review focuses on any gap of 5% or more (+/-) between the average remuneration of women and men, where the role is the same level, same job or is like for like (where the work is of equal value, skill and responsibility) to address any potential unfairness in pay. Where appropriate, action is taken to address pay gaps identified for both female and male employees.

The Workplace Gender Equality Agency data (WGEA) data shows an industry average of 23% women representation; increasing women participation is a challenge that the whole resources industry faces. Iluka’s Diversity & Inclusion Policy sets our strategy and commitment to achieving a diverse and inclusive workplace. We are focused on supporting the pipeline of women into the industry and improving our own recruitment, engagement and development to increase participation of women at all levels of our workforce. Our progress against this strategy is detailed in our annual report disclosures and our representation is shown in the table below.

Iluka Gender Profile – Women

Gender Profile	Current progress as at 31/12/2025 (percent)	WGEA Industry Benchmark Report Comparison (percent)
Women (overall)	23.2	17
Board	50.0	33
Executive (Key Management Personnel)	33	27
Executive and Senior Management (excludes MD)	15	N/A

WGEA publishes the gender pay gap expressed as a percentage for a company’s average (mean) and median remuneration levels. A positive value indicates the mean / median remuneration is higher for men.

The table shows that Iluka’s average and median total remuneration gender pay gap is comparable to the industry benchmark.

Iluka Gender Pay Gap – WGEA industry comparison

Gender Pay Gap (2024 – 2025 reporting year)		Iluka (percent)	WGEA Industry Benchmark Report Comparison (percent)
Total remuneration	Average (Mean)	18.8	16.5
	Median	19.4	15.2
Base salary	Average (Mean)	12.2	14.4
	Median	11.1	14.3

The key reasons for Iluka’s gender pay gap includes:

- The under representation of women in operational site-based roles. These roles have additional take home pay (such as access to overtime and site allowances). WGEA incorporates total remuneration, superannuation, allowances and actual incentives when determining a gender pay gap.
- An under representation of women in senior and leadership roles.
- An under representation of men in part-time and job share roles. With 32 women working part time and 9 men working part time as at 31 December 2025.

Addressing the gender pay gap is a multifaceted issue faced by broader society and long term strategies will be required to reduce the gap over time. Iluka is committed to taking action to improve our gender representation across the business and eliminating any gender equity pay gap.