

GENDER PAY GAP EMPLOYER STATEMENT REPORTING YEAR 2024-25

About this Statement

This statement covers Loch Tess Services Pty Limited, which is the employing entity for Cliftons Event Solutions in Australia.

Sector

Rental, Hiring and Real Estate Services (67), Non-Residential Property Operators (6712)

Employee range: <250

CEO Forward

At Cliftons, we believe that creating remarkable experiences starts with creating a fair and inclusive workplace.

Gender equality is fundamental to how we lead and operate. It is closely connected to our broader ESG commitments – how we support our people and build sustainable business performance.

We are committed to understanding our gender pay gap and taking deliberate action on the structural drivers that influence it. We recognise that gender equality is not achieved through pay decisions alone. It is shaped by representation, workforce structure, career pathways, recruitment and retention patterns over time.

This statement outlines our 2024–25 results and the actions we are taking to strengthen gender balance across our workforce. This year’s results show both progress and ongoing challenges and we remain transparent about both.

As CEO, I am committed, alongside our Senior Leadership Team and Board, to ensuring we continue to make progress in a way that is practical, measurable and sustainable.

Vanessa Green
Chief Executive Officer

Our Commitment to Gender Equality

Cliftons encourages, values and leverages the diversity of people, perspectives and experiences to deliver strong business outcomes.

We have formal policies or strategies in place that support:

- Gender equality in recruitment, retention, promotion and development
- Equal remuneration and pay equity
- Flexible working for all roles
- Support for parents and carers
- Prevention of sexual harassment and discrimination

We conduct analyses on our gender pay gap and workforce composition at least annually and report findings to our Senior Leadership Team and governing body.

Understanding the Gender Pay Gap

A gender pay gap is a measure of the difference between the **average** or **median** earnings between men and women employees in an organisation (or sector).

Measuring the Gender Pay Gap is not the same as measuring equal pay – that is, the pay that women and men receive for performing the same or comparable work.

A gender pay gap can exist even where equal pay is achieved. It is influenced by factors such as the gender representation across the workforce, across different levels of seniority, the jobs they do, and access to higher-paying roles.

The data presented in this statement is based on our annual compliance report submitted to the Workplace Gender Equality Agency (WGEA), using the snapshot date of 31 March 2025. *[Please visit the [WGEA's Data Explorer](#) to view our results under Employer Results]*

Our 2024-25 Results

Gender Pay Gap (All Employees)	Our Workforce			Industry Benchmark 2024-25	National (Private Sector) 2024-25
	2022-23	2023-24	2024-25		
Median total remuneration gap	-1.2%	-0.5%	1.9%	6.7%	16.4%
Average total remuneration gap	8.8%	6.5%	10.7%	10.5%	21.1%
Median base salary gap	-1.0%	-0.5%	1.9%	6.7%	11.9%
Average base salary gap	9.5%	6.5%	10.7%	10.5%	15.7%

Note:

- Industry benchmark group is similar sized organisations (<250 employees) in Non-Residential Property Operators (6712).
- Part-time & casual employees are annualised to full-time equivalent
- Total remuneration is salary plus additional payments, super, incentives, overtime etc.

The table above shows our gender pay gap over time, compared to our industry benchmark and the national private sector.

It is important to consider both the median and average to provide a comprehensive understanding of the distribution of earnings.

While our average gender pay gap increased this year, it remains broadly aligned with our industry comparison group and well below the national average. Our median gender pay gap remains low.

The difference between the average and median results reflects workforce distribution rather than widespread pay inequity. As a mid-sized organisation, changes within a relatively small number of senior and higher-paid roles can influence the average result from year to year.

What the Data Tells Us

Workforce Structure

At the snapshot date, there were 244 employees within our Australian workforce. Women represented 61% of the workforce (up from 56% in 2024).

However, our workforce includes a significant casual employee cohort in front-line operational roles. When examining FT and PT permanent and contract employees, women represent 44% of that cohort.

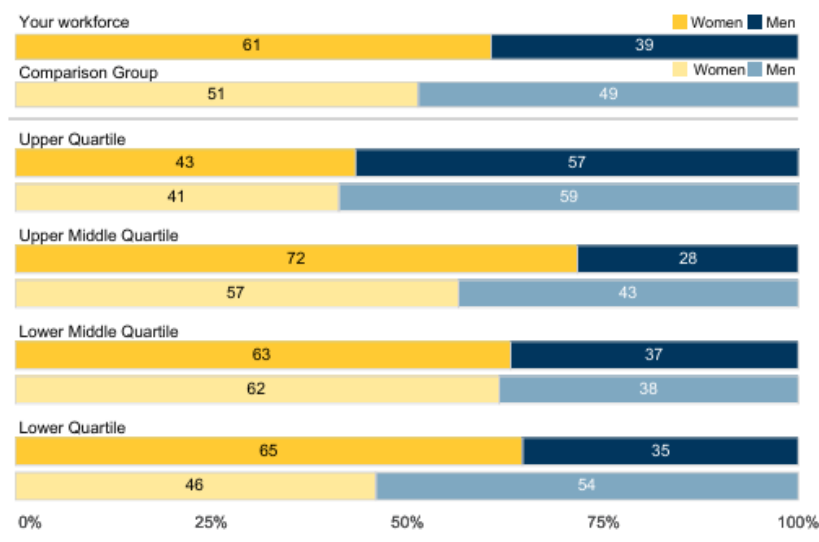
All management and sales roles within Cliftons are permanent positions. Within management (all levels combined), women represent 35% of managers.

This shows a structural pattern: While women are strongly represented across the overall workforce, representation reduces within permanent roles and reduces further within management.

Because permanent roles include leadership and higher-paid specialist positions, this structural distribution contributes to our overall gender pay gap.

Gender Composition by Pay Quartile

The WGEA also publishes the gender composition of the workforce into four equal pay quartiles based on total remuneration (annualised to full-time equivalent).



Note: Total remuneration for part-time/casual/part-year employees is converted to annualised, full-time equivalent amounts.

This distribution above shows that women are strongly represented across three of the four pay quartiles, including the upper middle quartile. However, men are proportionately overrepresented in the highest paid quartile relative to their overall workforce representation.

Because higher remuneration levels have a greater impact on the average calculation, this concentration of men in the upper quartile contributes to our **average gender pay gap of 10.7%**.

By contrast, the strong representation of women across the middle of our workforce supports our **median gender pay gap of 1.9%**, indicating relatively small differences across the centre of the organisation.

As a mid-sized organisation, our most senior roles represent a relatively small cohort. Changes in individual appointments or departures at senior levels can influence the average gap from year to year.

Recruitment, Internal Mobility and Retention

In 2025, we completed a comprehensive internal gender pay gap analysis of our permanent workforce, to better understand underlying drivers such as role segregation, recruitment pipelines, internal movement, turnover and employee experience. This analysis used a different snapshot date to WGEA reporting and is used to inform actions rather than to restate WGEA results.

This analysis showed:

- **GPG for Permanent Employees:** Average gender pay gap for base salary is 3% (in favour of men) and for total remuneration it is (-2%). This analysis highlighted that the gender pay gap within our permanent workforce is narrower than the gap across the total workforce, reinforcing that employment structure plays a significant role in the reported results.
- **Recruitment:** Our recruitment review identified that in several technical, chef and specialist operational roles, applicant pools are male-skewed. We aim for 40:40: 20 in our recruitment process.

Where female application rates fall below this gender balance aspiration, achieving balanced interview and hiring outcomes becomes more challenging.

Female representation at early screening stages was broadly proportionate to application rates, indicating that processes are not the primary driver of imbalance. However, representation narrowed at later interview stages especially in certain role families, reflecting applicant pool dynamics and occupational segregation.

However, we recognise that achieving balanced hiring outcomes requires sufficient representation at the initial application and phone interview and later interview stages.

- **Labour Turnover:** Our internal review also identified higher female turnover in permanent roles relative to overall representation levels, reinforcing that long-

term gender balance depends on retention and progression as well as recruitment.

Taken together, our results indicate that our gender pay gap is primarily influenced by representation within permanent and management roles, employment structure, and recruitment pipeline dynamics rather than unequal pay for comparable work.

Closing the gender pay gap: What we are doing

Addressing our gender pay gap requires sustained and deliberate action across leadership, recruitment, flexibility and remuneration governance.

1. Being a 'Best Place to Work'

Cliftons remains committed to building a workforce that reflects all aspects of diversity to bring a range of perspectives, ideas, and insights to everything we do. We want to create a place where people want to work and are valued.

In 2025, we were proud to be named as one of the **Australian Financial Review BOSS Best Places to Work** for the third consecutive year. The program, delivered in partnership with Bendelta, uses a rigorous methodology combining an anonymous staff survey and a detailed assessment of people policies and practices. The assessment framework explicitly considers inclusion, diversity, psychological safety, flexible work practices and ethical leadership as core drivers of organisational performance.

Our results highlighted strong leadership visibility in championing cultural and gender diversity commitments and recognised our annual gender pay gap reporting as part of our structured approach to equity. While this recognition does not replace the need for continued focus and improvement, it provides independent validation that our employment practices and employee experience are aligned with contemporary best practice standards.

2. Strengthening Talent Attraction & Recruitment

We recognise that improving representation in permanent and leadership roles begins with recruitment and career progression.

We aim to achieve diverse shortlists aligned to our 40:40:20 gender balance aspiration. To support this, we publish salary ranges in job advertisements to promote transparency and use specialist tools to ensure our recruitment language is inclusive and gender-neutral. For permanent roles, we use skills-based hiring practices (including AbilityMap), to assess candidates against role-specific capabilities and reduce bias.

We actively monitor gender representation across recruitment stages to better understand where representation narrows and where intervention may be required.

Strengthening internal talent pipelines is equally important. During the reporting year, 66% of promotions (3 of 5) were awarded to women, and 40% (2 out of 5) internal appointments to permanent roles were filled by women. We continue to focus on enabling career progression pathways that support balanced representation over time.

3. Flexibility and Personal Wellbeing:

Sustainable gender balance is closely linked to flexibility and career sustainability. Our "All Roles Flex" policy empowers employees to work flexibly in ways that support both team performance and individual needs. Importantly, many of our senior roles are already

performed on a flexible basis, reinforcing that flexibility is not limited to entry-level positions.

In our June 2025 Employee Engagement survey, the Work & Life Blend factor - which includes workload, flexible work and the ability to take time out - achieved an 82% favourable score. There was no material difference between responses from women and men, indicating that flexible work practices are broadly supported across the organisation.

We provide four 'Me Days' annually to permanent staff to support personal wellbeing. We offer 12 weeks paid parental leave for both primary and secondary carers and pay superannuation during parental leave, exceeding the support provided by many peer organisations. In addition, we provide wellbeing tools, training and manager resources to support mental health, resilience and inclusive leadership.

4. Remuneration Review Processes

Maintaining pay equity requires structured and transparent processes.

We monitor the gender pay gap throughout the year and conduct granular analysis - including by employment type, bonus eligibility, job family, job level and shift allocations - to identify and address any anomalies.

Our pay framework guides remuneration decisions based on market benchmarking, internal parity, performance and tenure. To strengthen transparency, we host employee webinars explaining our salary review process and provide manager training to support meaningful, fair and consistent pay conversations.

Looking Ahead

Cliftons remains dedicated to fostering an inclusive and equitable workplace. While our gender pay gap remains aligned with industry benchmarks and our median gap remains low, we recognise that strengthening representation within permanent and management roles is essential for long-term improvement.

Over the coming year, we will:

- Implement inclusive recruitment training ("Licence to Hire") for all hiring managers to strengthen fairness in selection processes and address potential bias.
- Monitor recruitment pipeline dynamics and embed a gender-informed approach to job advertising and sourcing.
- Enhance and standardise our paid parental leave policy across all jurisdictions.
- Expand manager capability by applying a gender lens to caregiving, flexibility and career progression decisions.
- Continue investing in learning and development, including LinkedIn Learning and structured development goal setting.
- Roll out a job levelling framework to improve clarity of career pathways and progression.
- Strengthen leadership diversity through succession planning and internal mobility.
- Monitor retention and progression patterns within permanent roles.
- Maintain rigorous pay governance and continue reviewing the potential use of gender pay gap metrics as a performance indicator.