

# Australia and New Zealand Gender Pay Gap Report

**2025**

# Foreword

## Welcome to AECOM's Australia and New Zealand Gender Pay Gap Report 2025.

Creating an environment where everyone has equal opportunity to succeed is fundamental to who we are. As an organisation, we have both responsibility and an opportunity to break down systemic barriers, build a more equitable workplace, and contribute to broader societal change. Gender equity is not just a goal – it's a driver of innovation, resilience, and stronger outcomes for our clients and communities. Diverse teams bring different perspectives, challenge assumptions, and help us deliver a better world.

Transparency drives progress. Understanding our organisation-wide gender pay gap and the factors influencing the gap enables us to take informed, targeted action.

### What does the data tell us?

Overall, we are moving in the right direction. In Australia, our gender pay gap continues to narrow, and we've seen positive shifts in representation and hiring. In New Zealand, however, we've seen a slight increase in the gap. This reinforces the need for focused action, and we are committed to strengthening our dedicated strategy and reviewing our hiring and retention processes to ensure progress moving forward.

Like much of our industry, the gap remains too high. While men and women at AECOM are paid equally for the same roles, our gap reflects the lower proportion of women in senior leadership positions.

We remain committed to changing that. Over the past year, we've increased female representation in leadership to 24.8% and improved our female overall representation to 36.9%. Our Australia and New Zealand leadership team is now within our target range of 40% women, 40% men, 20% any gender, comprising 46% women, 54% men.

Our gender equity strategy sets clear targets and actions to accelerate change. Programs such as our Advocate program and mCircles remain central to supporting women's career growth and breaking down barriers within our industry. This commitment and success was recently recognised externally, with AECOM winning a Work180 award and a Recalibrate Gender Equity award for our strategic commitments and initiatives towards achieving gender parity. This is an encouraging sign that we're on the right path, and I acknowledge there is more work to do.

In this report, we share the steps we are taking to close the gender pay gap and create a workplace where everyone can thrive. Thank you for your continued support as we work toward lasting, meaningful change.



**Mark McManamny**

Chief Executive  
Australia and New Zealand

# ANZ Gender Pay Gap

## Why we've got a gender pay gap

In AECOM's Australia and New Zealand region, our gender pay gap reflects the broader industry challenge: a high proportion of men employed across all levels of the business.

While equal pay for equal work is a principle we uphold, the overall gap is driven by representation – particularly the lower proportion of women in leadership roles.

We are taking action to change this. Embedding diverse hiring practices has been key to improving female hiring rates. This includes ensuring shortlists presented to hiring managers include at least one female candidate, using diverse interview panels for leadership roles, and equipping hiring managers with inclusive hiring training.

Our Advocate sponsorship program – which pairs high-performing, emerging female leaders with members of our Australia and New Zealand leadership team – is central to increasing the proportion of women in leadership positions. Unlike traditional mentorship, Advocate provides active sponsorship, helping participants gain visibility, access to influential networks, and opportunities for advancement into senior roles.

Today, women represent 24.8% of leadership positions (career levels 5–8 and executives) – our highest level to date. Where imbalance exists, we are determined to close the gap.

### Our gender equity strategy sets clear targets:

- 40% women overall by 2026
- 25% women in leadership positions by 2026
- 42% female hiring rate
- 50% female graduate hire rate

**We are making progress. As women's representation in leadership grows, our gender pay gap is gradually reducing.** But we know there is more to do. That's why we continue to invest in attracting, hiring, and retaining women, and why we review remuneration annually through a gender lens to ensure fairness and equity.

## What is a gender pay gap (GPG)?

The organisation-wide gender pay gap measures the difference between the average or median earnings of men and women in an organisation, expressed as a percentage.

It's important to note that the gender pay gap is not the same as equal pay. Equal pay means women and men are paid the same for performing the same role or different work of equal or comparable value.

Organisation-wide gender pay gaps do not compare like-for-like roles. Instead, they reflect the difference between the average or median pay of all women and all men across an organisation, industry, or the workforce as a whole.

## Understanding our gender pay gap – Australia

Since 2022, we have closed the median base salary gender pay gap by more than 7% in Australia. In 2025, we have further reduced our median gap, which remains smaller than our industry gap. For comparison, the benchmark for Engineering Design and Engineering Consulting Services employing 1,000-4,999 people is a median base salary gender pay gap of 23.0%.

### What has impacted our gender pay gap in Australia?

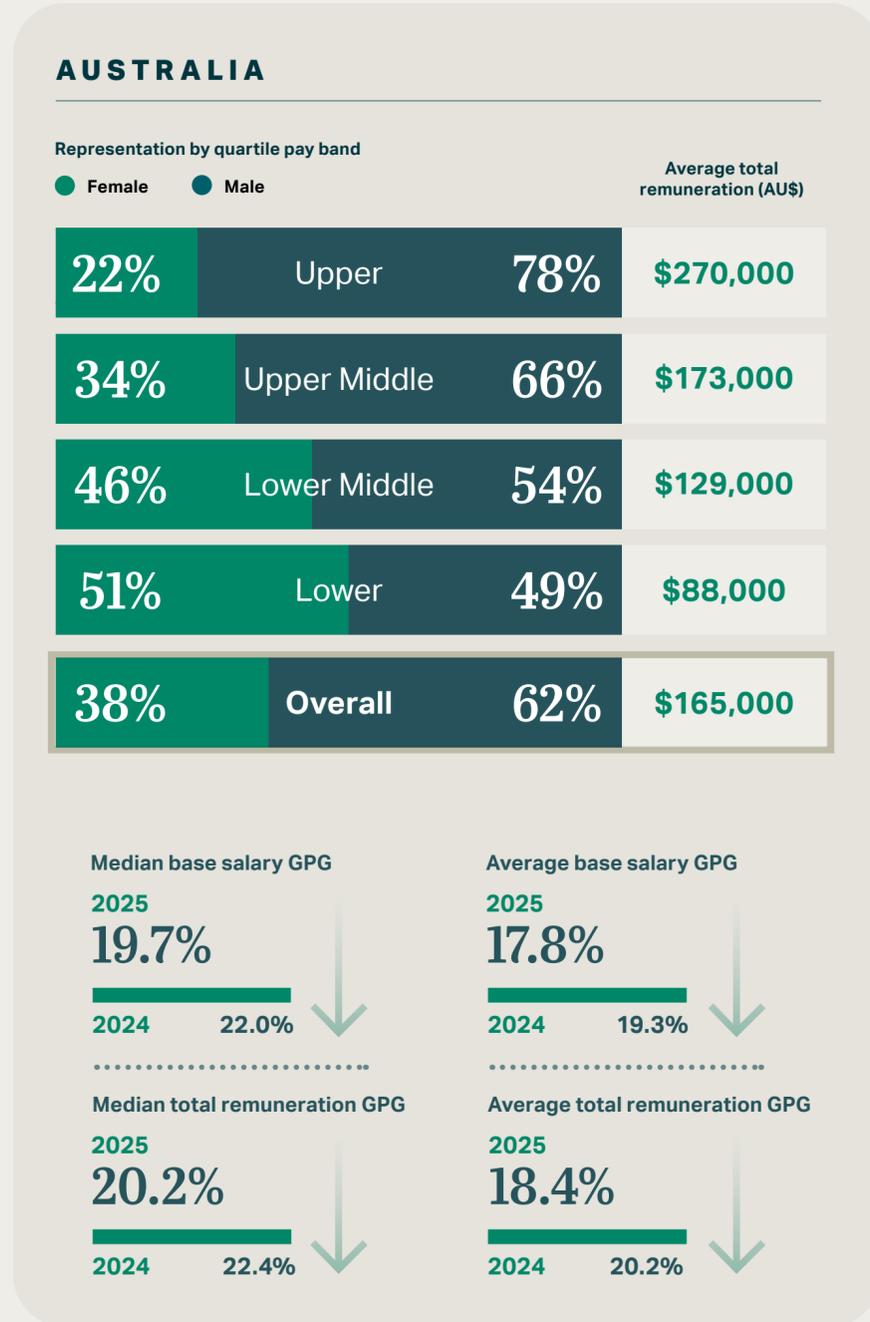
Our pay gap continues to reflect the composition of our workforce. While we have increased the number of women in leadership positions and in the upper pay quartiles, we still have a larger proportion of men across the organisation and in leadership positions.

When we analyse gender distribution across pay quartiles, the greatest disparity remains at upper pay quartiles and more senior levels, which influences the overall gap.

“  
The reduction of our gender pay gap in Australia is a clear sign that our actions are delivering measurable progress. Increasing women’s representation in leadership is a key driver of this change and is strengthening our organisation for the future.”



**Heidi Sick**  
Managing Director, Energy  
Australia and New Zealand



**Note:**

- Part-time, casual and part-year employees are annualised to their full-time equivalent.
- Base salary calculations include the fixed remuneration of employees, annualised for part time employees. Total remuneration calculations include superannuation, overtime, bonuses and other additional payments.

### Key Terms



## Understanding our gender pay gap – Aotearoa New Zealand

In New Zealand, while the average total remuneration gap has narrowed slightly, other pay gaps have widened. Our gender pay gap continues to reflect the composition of our workforce. In 2025, we saw a decrease in the number of women represented in the upper pay quartiles, and an increase in the number of women represented in the lower pay quartile, which has contributed to the overall increase in the gap.



**While we've seen a slight increase in the gender pay gap this year, we're committed to turning this around. We're developing a dedicated strategy for Aotearoa New Zealand and reviewing our hiring and retention processes to ensure we make meaningful progress. Closing the gap is a priority, and we're focused on building a more balanced and inclusive workforce."**



**Craig Davidson**  
Regional Managing Director  
Aotearoa New Zealand

### AOTEAROA NEW ZEALAND

Representation by quartile pay band

● Female ● Male

Average total remuneration (NZ\$)

Female %	Pay Band	Male %	Average total remuneration (NZ\$)
18%	Upper	82%	\$246,000
30%	Upper Middle	70%	\$158,000
42%	Lower Middle	58%	\$116,000
57%	Lower	43%	\$77,000
36%	Overall	64%	\$149,000

Median base salary GPG

2025  
**28.6%**

2024 26.9%



Average base salary GPG

2025  
**24.1%**

2024 23.5%



Median total remuneration GPG

2025  
**27.9%**

2024 27.4%



Average total remuneration GPG

2025  
**25.2%**

2024 25.5%



### Key Terms



**Note:**

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# Our commitment

How we're working to reduce the gender pay gap at AECOM

 *click tabs to view*



### About AECOM

AECOM is the global infrastructure leader, committed to delivering a better world. As a trusted professional services firm powered by deep technical abilities, we solve our clients' complex challenges in water, environment, energy, transportation and buildings. Our teams partner with public- and private-sector clients to create innovative, sustainable and resilient solutions throughout the project lifecycle — from advisory, planning, design and engineering to program and construction management. AECOM is a Fortune 500 firm that had revenue of \$16.1 billion in fiscal year 2025. Learn more at [aecom.com](https://www.aecom.com).