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WGEA Gender Pay Gap Employer Statement

FEBRUARY 2026

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Overview

The Federal Government's Workplace Gender Equality Agency (WGEA) annually publishes gender equality data for relevant employers with 80 or more employees, and where applicable, their corporate group.

This Employer Statement (Statement) relates to information submitted to WGEA by Wilson Security Pty Ltd (Wilson Security) for the 2024-25 reporting period. Wilson Security operates under the industry classification 'Investigation and Security Services' and as at 31 March 2025, employed 6174 employees.

Message from Chief Executive Officer, Nick Frangoulis

At Wilson Security, diversity, equity and inclusion is a core part of how we approach ESG. We want our workforce to reflect the diversity of the communities and customers we serve, and we're committed to transparency and accountability in how we measure progress and take action.

That's why we support the publishing of our WGEA gender pay gaps. Transparency strengthens accountability and helps us clearly understand where we're tracking well, where we need to improve and what deliberate action is required to build a fair and equitable workplace.

Our people are our strength, and we are focused on creating a workplace where everyone feels welcome, valued and respected for their unique perspectives and contributions. This is not only because it's the right thing to do, but it also strengthens our ability to understand and respond to the needs of our stakeholders, drive innovation and adapt in a changing environment.

While most of our gender pay gaps (GPG) fall within WGEA's optimal range, we recognise there is more to do. Improving gender equality in leadership and addressing gender segregation, particularly in a traditionally male-dominated industry, will be key to further closing our gaps.

We remain committed to deliberate, sustained action led from the top.



1.1. What is the gender pay gap (and what it isn't)?

The GPG often gets confused with pay equity or equal pay, which is where two people who are doing the same or comparable work are paid the same.

The WGEA GPG reflects the difference between the collective earnings of all women and men across all roles in an organisation. The GPG is the result of social and economic factors, with a significant cause being the proportion of women and men in different occupational roles and management levels.

The GPG is not only impacted by the number of women and men in higher paid roles, but also by the number of women and men in lower paid roles.

WGEA considers gender pay gaps between -5% (in favour of women) and 5% (in favour of men) as an optimal target range. This range allows for normal fluctuations in the workforce.

Wilson Security's GPG

- All Wilson Security's GPGs are significantly below national pay gaps and lower than other comparators in the same industry¹ and are within WGEA's optimal range of -/+ 5%.
- Over the past two reporting periods our average base salary decreased slightly, with small increases in average total remuneration and median base salary GPGs. Although these reflect normal fluctuations year-on-year, we remain committed to continuous improvement of our GPGs and are implementing strategies and actions to address the underlying causes of gaps such as the low representation of women in management and roles traditionally held by men.

	Wilson Security	Wilson Security	Industry	National Data
	(2024-25)	(2023-24)	(2024-25)	(2024-25)
Average total remuneration	3.9%	2.7%	4.0%	21.1%
Median total remuneration	4.6%	4.6%	4.7%	16.4%
Average base salary	2.2%	2.3%	4.0%	15.7%
Median base salary	2.7%	2.4%	0.6%	11.9%

Table 1: Wilson Security and comparator GPGs

¹ Industry comparison pay gap data in this Statement is based on the same industry as Wilson Security but uses the 1000-4999 employee category (rather than >5,000, which Wilson Security falls under). This is because the >5,000 industry comparison data is not published as there are too few employers in that cohort.



1.2. What this data is telling us

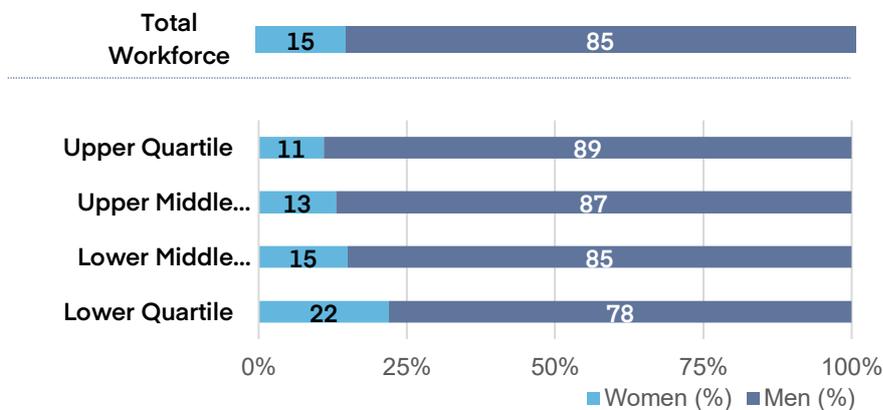
Gender Composition

- Our data indicates the proportion of women managers has increased steadily over the past three reporting periods to 21% in 2024-25 (industry is 26%), which is higher than their overall representation in our workforce at 15%.
- Over the past three years, women’s representation in non-manager roles increased from 14% to 15%, broadly reflecting overall workforce representation. This remains below the industry comparator of 18% and continues to influence our gender pay gap outcomes, given the concentration of women in lower-paid roles. We recognise that industry-specific factors affect the attraction and retention of women, and that improving representation across role types is an important lever for reducing the gender pay gap over time.

	2024-25		2023-24		2022-23	
	Women	Men	Women	Men	Women	Men
CEO/HOB/KMP	25%	75%	0%	100%	0%	100%
Managers	21%	79%	18%	82%	16%	84%
Non-managers	15%	85%	15%	85%	14%	86%

Table 2: Wilson Security gender composition

- Graph 1 shows women are under-represented in the top two quartiles compared to their representation in the organisation (15%). Compared with 2023-24, representation of women in 2024-25 improved in the upper-middle quartile (12% to 13%) and lower quartile (21% to 22%). There was no change in the other two quartiles.



Graph 1: Wilson Security gender composition by pay quartile 2024-25



1.3. Gender equality at Wilson Security

At Wilson Security, a significant cause of GPGs relates to the historical nature of security work and the much higher representation of men throughout the business, including in management roles.

While our GPGs are within WGEA's optimal range, we remain committed to continuous improvement, removing barriers so women can fully participate at all levels, and maintaining a sustained long-term focus on this work.

We recognise that the GPG is not just a single, standalone issue but is influenced by a range of interconnected factors including workforce representation, pay structures, recruitment and promotion practices, career development opportunities, turnover, career breaks, parental leave, caring responsibilities and access to flexible work.

1.4. Current actions to strengthen gender equality

We have implemented a range of initiatives to support gender equitable opportunities and outcomes at Wilson Security.

In 2023-24 we developed a Sustainability Plan that outlines our approach to diversity, equity and inclusion, including gender equality, as key components of our ESG framework. Many of the actions below formed part of that plan.

- Recognising that targets drive workplace change, we have set targets for women to comprise 25% of our overall workforce and 45% of our corporate workforce by 2030.
- To drive accountability, our diversity targets are tracked on a monthly dashboard and reported to our Senior Leadership Team and progress is reported to the Group Executive and Board annually.
- Two cohorts of the Women of Wilson 18-month Leadership Program have been delivered, contributing to the retention and development of women in leadership.
- We offer 18 weeks' gender neutral paid parental leave and at Wilson Security in 2024-25, 55% of employees who took primary carer's leave were men, helping normalise shared care and reduce career and pay penalties for women.
- Full-time, part-time and casual employees are entitled to 10 days paid family and domestic violence leave in a 12-month period.
- We support a safe, respectful and inclusive workplace through a dedicated Sexual Harassment Action Plan that reinforces zero-tolerance, holds leaders accountable and reports outcomes and trends to the CEO and Board.
- We are committed to fair, equitable and competitive pay. Each year, we analyse our gender pay gaps to understand the drivers, identify where action is needed and track progress.
- We have strengthened our remuneration practices, including introducing a Group-wide job-leveiling framework to ensure consistent role grading and adjusting where required.

We recognise that advancing gender equality requires ongoing focus and continuous improvement. In 2025, to strengthen our focus and ensure our strategy and actions continue to be evidence-based and targeted, we engaged a specialist diversity, equity and inclusion consultancy to develop our 2026-28 Diversity, Equity and Inclusion Roadmap.



1.5. Future Focus

The following outlines areas where we will build on existing initiatives and strengthen our approach to improving gender equality at Wilson Security.

- The Diversity, Equity and Inclusion Roadmap 2026-2028 has four goals, one of which is to ‘Continue to improve the representation of women in the workforce overall, and in leadership roles.’ A key part of this work will be the development of an employee value proposition, to ensure we are an equitable and inclusive workplace for all people.
- Looking forward we will establish a Committee to progress the Group’s diversity, equity and inclusion commitments.
- As detailed below, by 31 March 2026 we will have three new gender targets (in addition to the ones referenced above) that align to WGEA’s reporting requirements, strengthening our ability to measure progress.
 - **Numeric:** Increase female representation in Community and Personnel Service Worker roles: 3 percentage point uplift to 17% over three years.
 - **Numeric:** Increase female representation in Managers overall: 12 percentage point uplift to 33% in three years.
 - **Action based target:** Implement Equal Remuneration & Pay Equity Policy, outlining remuneration review process without gender bias and managers being held accountable for gender pay equity outcomes.
- To address the role bias can play in creating systemic inequality, we will be strengthening key policies and processes such as recruitment and promotion, to minimise unconscious bias and support the attraction, selection and progression of diverse talent.
- We will continue building the diversity, equity and inclusion capability of our people leaders and workforces.
- In FY27 we are developing a structured mentoring program for senior women to build leadership capability, visibility, and access to advancement opportunities.
- On International Women’s Day this year we are launching a Gender Equality Policy for our people. This will be aligned to WGEA’s gender equality indicators, including pay equity and outline our framework for how we are enabling gender equality at Wilson Group.

1.6. Conclusion

At Wilson Security we are committed to transparency and to taking meaningful action to address the drivers of our gender pay gaps. This is ongoing work, and we will continue to track our progress, hold ourselves accountable, and focus on the changes that will make the greatest difference over time.

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Chief Executive Officer

Wilson Security Pty Ltd



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