



WGEA Industry Benchmark Report & Executive Summary

YARA PILBARA | 6th February 2024

Yara Pilbara approach to Diversity, Equity & Inclusion

At Yara, we had gender diversity on our leaders' agenda for quite a few years, and Diversity & Inclusion has been an integral part of Yara's business strategy since 2018. And in 2020 we added Equity to our focus areas. We continuously take steps to further build an equitable and inclusive environment in which employees feel they are appreciated for who they are and what they bring, and in which they feel they belong.

Diversity, Equity and Inclusion conversations and actions have evolved significantly in recent years. What started as a discussion about gender diversity in many companies broadened into Diversity, Equity & Inclusion. Yara knows that diverse, equitable and inclusive companies perform better financially, are more innovative and generate more profit from new products, have higher rates of employee engagement and teams that work smarter.

Yara Pilbara WGEA Employer Statement | 2023/2024

Yara Pilbara Fertilisers WGEA data submission as per *Example 2*, below, had incorrectly categorised some technicians, operators, individual contributors and managers in the wrong groups resulting in inaccurate data. Unfortunately, we have not been able to correct this data before the launch. Please see a reflection of the corrected data in *Example 1*.

Correction Information

Clerks 48% vs 24% Correction

In *Example 2*, there were a number of professionals, who were inadvertently calculated to the Clerks group, which resulted in a 48% pay gap being recorded, vs the accurate recording of 24%. Ref. *Example 2 (inaccurate reported data)* of 48% gap, to an accurate report of 24% gap from *Example 1*.

Trades & Technicians 28% vs 15% Correction

In *Example 2*, there were a number of personnel in engineering and professional based roles, who were inadvertently calculated to the technician and trade group, this spiked the calculations to 28% pay gap, vs the accurate recording of 15%.

YARA PILBARA REPORTING CORRECTIONS

Example 1 - Revised Data to WGEA Categories (accurate)								
	All Managers	KMP	Senior Managers	All Non-Managers	Professionals	Trades & Technicians	Clerks	Operators
Males	\$321,551.93	\$ 329,425.96	\$339,278.37	\$232,444.20	\$242,262.79	\$214,362.77	\$176,492.44	\$224,966.73
Females	\$291,017.00	\$ 291,017.00	0	\$162,395.41	\$174,661.87	\$182,845.66	\$133,530.84	\$198,895.44
Gender Pay Gap	9%	12%		30%	28%	15%	24%	12%
Example 2 - Reported Data for 2023 (inaccurate)								
	All Managers	KMP	Senior Managers	All Non-Managers	Professionals	Trades & Technicians	Clerks	Operators
Males	\$321,551.93	\$329,425.96	\$339,278.37	\$232,444.20	\$241,971.79	\$216,824.63	\$235,791.71	\$230,264.90
Females	\$291,017.00	\$291,017.00	0	\$162,395.41	\$158,289.72	\$156,597.23	\$121,736.59	\$198,895.44
Gender Pay Gap	9%	12%		30%	35%	28%	48%	14%
Industry comparison	9.6	5.3	4.2	13	8.8	16.7	10.3	16.4

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Yara is committed to paying employees fairly, regardless of personal beliefs or any individual characteristics at a global level. In accordance with the global compensation policy, individual remuneration will vary based on specific factors such as country of employment, market conditions, position, performance, and competence. However, we are committed to ensuring equal pay for equal work (gender pay equality), and we have monitored and published developments of our gender pay gap analysis since 2018.

Yara Pilbara acknowledge the gender pay gap reflected in the reporting data, and the Senior Leadership Team are supportive of the increased visibility across Australia as a catalyst for all industries to improve. Additionally, Yara Pilbara plays an active part in reducing the gender pay gap and has goals and strategies to continue to narrow this.

The increased visibility to broad categories do lend to a lack of detail in the level of experience and competencies captured by experienced staff. Part of the strategy over the previous several years has been to introduce additional trainees, apprentices and graduates identifying succession, growth and future opportunities for all, which includes addressing future equitable outcomes.

Workforce Composition

KMP

The Yara Pilbara Workforce Composition is aligned to Industry & since this report, female representation at this level has increased to 40%. In 2020 & 2021 Yara Pilbara workforce Composition for KMP grouping of female representation was 0%.

All Managers

Since this report Yara has increased from 6% to 26% in the All Manager category. This has been a significant shift from the prior 3 years of 6-7%. Over the past 12 months Yara Pilbara has sought internal and external recruitment techniques to attract a new CFO and Environmental & Sustainability Manager, adding to Yara Pilbara's diverse Senior Leadership Suite.

All Non-Managers

Yara Pilbara continues to partner with Programmed to focus on local recruitment for the best fit for Trainee and Apprentice positions. This has been a clear driver with female trainees and apprentices, where our current gender composition is currently 60% F/ 40% M. These metrics are not recorded for this report if the employee is on a program with a business partner, and not on Yara Headcount, however this is the active pipeline feeding into Yara permanent positions post training.

Non-management female composition has increased from 14% in the 2020-2021 reporting period.

Current & Future Actions

Yara Pilbara's position in the market is to attract and retain the best person for the role, and for current and future roles within our organisation. Diversity, Equity and Inclusion forms a part of our fundamental licence to operate. As part of this commitment, Yara provides industry leading 6 months paid primary carers leave and 4 weeks paid secondary carers leave for all employees.

Yara Pilbara has seen significant improvement in entry level attraction, hire and retention of female employees as well as at the Senior Leadership level of our business.

Whilst it is Yara's intention to continue this forward planning pipeline for Trainees, Apprentices and Graduates and retaining the balance in the Senior Leadership Team that is 50/50 male to female ratio, there are clear improvement items to encourage internal candidates to have clear and concise career development conversations, so as to retain skills for future roles, as well as attracting a broader range of candidates for middle management roles and senior engineering positions.

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Summary of Actions

1. Contribute annually to Yara International's annual Gender pay gap analysis published here <https://www.yara.com/sustainability/sustainability-performance/people/>
2. All employees to have individual development goals each year driving towards senior technical or middle management roles in the future;
3. Improve on the attraction of broader range of senior technical and middle management candidates;
4. Continue to focus on retaining entry level graduates, apprentices and trainees as part of the 5 year talent plan;
5. Retain the diversity split within the senior leadership team;

Yara Pilbara is fully engaged and focussed on Diversity, Equity and Inclusion in action, and supports improvement areas within its business for its current and future employees, and for its obligations within Australia.

Kind Regards

A handwritten signature in black ink, appearing to read "Jesse Sharpe".

Jesse Sharpe

HR Manager

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