

2025 Gender Pay Gap Statement

TechnologyOne Limited

February 2026

technology¹



Introduction

The gender pay gap is a recognised metric of workplace gender equality. Experience has shown that increasing the visibility of employer gender pay gaps is an effective catalyst for change in narrowing this gap.

The Workplace Gender Equality Amendment (Closing the Gender Pay Gap) Act 2023 mandates the publication of gender pay gaps for every Australian employer with 100 or more employees.

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At TechnologyOne, we are committed to equal opportunity for all, regardless of gender, ethnicity, religious beliefs, age, or social demographics. We embrace diversity, equity, inclusion and belonging (DEIB), recognising the benefits it brings to our people, our customers, and the communities we operate in.

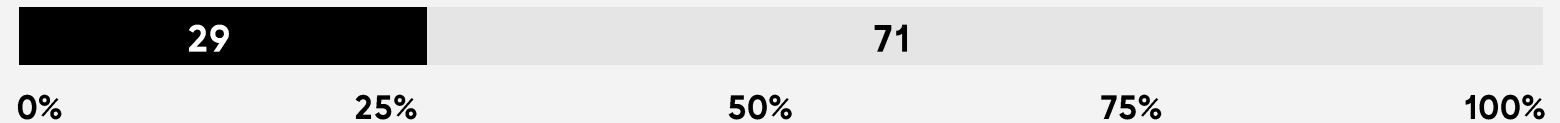
Our 5-year Strategic People Plan is focused on critical and strategic people, performance and cultural elements necessary to be an industry leader. Our priorities remain on initiatives to ensure we have the right skills, the right people and the right leadership

Gender Composition of Governing Bodies

The gender composition for the TechnologyOne Board is 29% as of 31 March 2025.

We are committed to increasing gender diversity at all levels in the organisation.

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Data from 2024-25 WGEA submission (31 March 2025)

■ Women ■ Men

TechnologyOne Gender Pay Gap over time



What is the Gender Pay Gap?

The difference in average earnings between women and men in the workforce. It is not to be confused with equal pay, which is men and women being paid the same for the same or comparable job.

The Gender Pay Gap is a useful proxy for measuring and tracking gender equality across an industry or organisation.



Percentages shown below relate to the pay gap, a positive figure means males are paid more than females:

All employees	2020-21	2021-22	2022-23	2023-24	2024-25	Industry Comparison
Median Total Remuneration	11%	9.2%	7.8%	9.0%	7.2%	12.7%
Average Total Remuneration		22.3%	21.5%	25.7%	18.7%*	12.5%
• All Managers				44.4%	32.4%*	7.3%
• All Non-Managers				10.6%	11.0%	10.1%
Median Base Salary	7.8%	8.4%	7.2%	7.9%	6.4%	9.8%
Average Base Salary		9.1%	7.9%	8.6%	5.6%	9.5%

Data from 2024-25 WGEA submission (31 March 2025)



Definitions

Median Gender Pay Gap: the middle value after sorting the gender pay of organisations in the comparison group from lowest to highest.

Average Gender Pay Gap: the sum of all team member remuneration divided by the number of employees.

Total Remuneration*: all remuneration including superannuation, overtime, bonuses and other additional payments.

Base Salary: regular salary, excluding superannuation, overtime, bonuses, and other additional payments.

* See following slide for background on the Average Total Remuneration result

Our **unique remuneration** structure drives consistent strong growth



Record profit, revenue, and ARR



Total ARR up 18% to \$554.6m

Our gender pay gap for median and average base salary is **lower** than our comparison group



R&D investment for the future up 20% pcp

Our gender pay gap for median total remuneration is **lower** than our comparison group

Our gender pay gaps for average total remuneration and for average base salary have fallen to their lowest level in the WGEA reporting.

Our unique incentive structure rewards tenure and sustained high financial performance, ensuring that long-term contribution and excellence are recognised.

Like many organisations in the technology sector, our workforce has historically had a higher proportion of male employees. This industry-wide trend has resulted in a greater number of male team members accumulating longer tenure and consistently high performance at TechnologyOne—both key factors in our reward structure. As a result, our total average remuneration pay gap is influenced by tenure rather than inequity in pay for comparable work.

We are committed to ensuring equal earning opportunities for all team members. Our annual market benchmarking and remuneration review processes ensure that individuals in the same role, with the same experience, and starting at the same time receive equal remuneration and have the same future earning potential based on performance.

We remain dedicated to fostering a fair and equitable workplace, with ongoing initiatives to support this commitment—further details are outlined on the next slide.

Our ongoing commitment & focus

Our commitment remains on refining our processes and practices through data analytics and upskilling our workforce to remove any inherent biases and continue to strengthen our pipeline of future senior women in leadership.

To further close and eradicate the gap, increase the percentage of women in managerial roles and support their high performance over extended periods, we will hold ourselves to account on the following objectives over the next 12 months:

- To maintain our retention of female talent, we will:
 - Ensure all talent and succession processes include a specific focus on gender and the progression of female talent
 - Continue our focus on providing development opportunities and benefits that support our female talent
- Updated targets to increase the percentage of females in our workforce and to increase representation in senior roles:
 - 85% of all vacant roles to have at least one female candidate shortlisted (up 5 pcp)
 - Continue to proactively target female promotions to be higher as a percentage than female representation in TechnologyOne
- Continue our focus on equality through ongoing:
 - Benchmarking against industry data
 - Testing of achievement review and remuneration review outcomes

We are investing in the future of women in technology through targeted scholarships and industry partnerships that support entry and progression into STEM careers. Through initiatives such as the Rani Scholarship at the University of Bradford, the Adrian Di Marco Women in Software Development Scholarship at Swinburne University, and our partnership with Vogue Codes, we are helping to build sustainable pipelines of female talent in technology.



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Making life simple for our community