

Diversity, Equity & Inclusion Strategy

August 2025



Diversity, Equity & Inclusion Strategy

Stronger together, supporting each other

Our diversity, equity and inclusion strategy focuses on the very core of our organisation, our people. Our people first approach means we foster the **Stronger together, supporting each other** focus area of our employee value proposition and is delivered through three key pillars.

Stronger
together,
supporting
each other

- ❖ Diverse and inclusive culture
- ❖ Gender equality through equitable practices
- ❖ Beyond gender



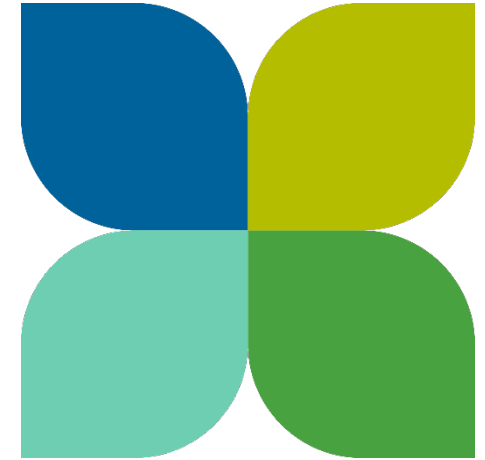
Diversity, Equity & Inclusion Strategy

One Challenger diverse and inclusive culture

Where being yourself enables a sense of belonging and individual differences are respected and valued.

Our focus:

- Supporting employees to shape diversity and inclusion and to extend Challenger's focus to areas which matter to them.
- Recognising and celebrating important events and milestones that represent the many different backgrounds and perspectives of people at Challenger.
- Learn from the best; our employees lived experiences to support our diversity and inclusion learning pathways.



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Gender equality through equitable practices

Improving business outcomes through equal representation, opportunities, flexible work and reward for everyone.

Our focus:

- Setting and achievement of gender composition targets.
- Improving the gender pay gap.
- Providing flexible resources and opportunities to all individuals.
- Signatory commitment to ongoing partnerships.



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Beyond gender

Supporting employment outcomes for diverse and multigenerational perspectives and skillsets.

Our focus:

- Supporting multigenerational collaboration and allyship.
- Attracting and retaining employees aged over 50.
- Bringing diverse backgrounds for a smarter outcome.
- Providing an accessible workplace helping drive a culture of inclusiveness.





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Employee Diversity Networks

The Diversity & Inclusion Committee consists of our CEO, CHRO and employee network Chairs. People, Plan, Priorities (PPP) strategies are created by each of the employee-led diversity networks and progress reported on semi-annually. This provides our employees with ownership and supports a sense of belonging and commitment on delivering a diverse and inclusive workplace.

Our focus:

				
<p>To provide opportunities of multigenerational workplace inclusion. Embracing different generational thinking and skills.</p>	<p>Focusing on providing industry leading initiatives for work-place gender equality and equity.</p>	<p>A workplace where all cultural backgrounds are equally recognised and embraced.</p>	<p>To raise awareness and support about disability and chronic illness in the workplace. This includes physical, mental and neurodivergent conditions, both visible and invisible.</p>	<p>To provide a safe and inclusive environment for LGBTQ+ people and allies.</p>



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Our representation

We seek to build on our diversity and inclusion awards and partnerships.

Our focus:



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Our progress journey

We commit to communicating our goals, activities and initiatives in our annual report as part of our progress journey.

- **Gender Composition Targets are reviewed and assessed annually.**
- **‘Your Voice’ 2025 employee engagement survey collects voluntary information:**
 - 4.2% of our employees identify as LGBTQIA+.
 - 49.9% of our employees have adult/child caring responsibilities.
 - 0% of our employees identify having a disability (did not disclose).
 - 39.0% of our employees identify to an ethnicity other than Caucasian/white.
 - 18.8% of our employees are aged over 50.



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Gender Composition Targets

	FY24	FY25 Overview		Future Targets		
	Actuals	Actuals	Targets	FY26	FY27	FY30
Women in Workforce	45.4%	45.5%	40-60%	40-60%	40-60%	40-60%
Women in Management	40.8%	40.2%	40-60%	40-60%	40-60%	40-60%
Women in Investment Management	32.3%	25.8%	33.3%	37.5%	37.5%	40-60%
Women in Sales	36.1%	37.7%	40-60%	40-60%	40-60%	40-60%
Women on Leadership Team	44.4%	37.5%	37.5%	40-60%	40-60%	40-60%
Women on Board	44.4%	40.0%	37.5%	40-60%	40-60%	40-60%
Men in Admin & Clerical	20.7	20.0%	25%	25%	25%	30%



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Parental Leave and Formal Flexible Working Arrangements

	March 2025 Overview	Future Targets		
	Actuals	March 2026	March 2027	March 2030
Parental Leave				
Male	29.7%	40-50%	45-55%	45-55%
Female	70.3%	40-50%	45-55%	45-55%
Formal Flexible Working Arrangement				
Male	46.8%	45-55%	45-55%	45-55%
Female	53.2%	45-55%	45-55%	45-55%



Creating better futures
together

challenger 

