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## Gender pay gap statement

DUAL Australia is committed to building an inclusive, equitable and high-performing workplace where all employees are rewarded fairly for their contribution. Gender pay equity is a critical component of this commitment, and closing the gender pay gap requires sustained and deliberate action.

Our gender pay gap reflects broader industry and workforce dynamics, including occupational segregation, representation across leadership and specialist roles, and historical patterns of career progression within the insurance sector. While these factors influence outcomes, we remain accountable for taking practical and measurable steps to progressively reduce our gender pay gap.

Our gender pay gap remains broadly aligned with industry benchmarks and prior reporting periods, influenced in part by internal structural changes during the reporting period. We acknowledge that addressing these structural drivers is essential to achieving long-term and sustainable change. Following the reporting period, three additional female leaders were appointed to the executive team, strengthening gender representation at senior levels.

We continue to support female progression through targeted leadership development initiatives, including mentorship opportunities with our executive team and engagement with female industry leaders for emerging and senior female talent.

DUAL's workforce remains predominantly female, with women representing 66% of employees. Our benefits and workplace practices are intentionally designed to support this workforce composition. Our industry-leading parental leave policy provides equal access to 18 weeks' paid leave for all parents and has contributed to 45% of parental leave being taken by male employees during the reporting year. We also maintain a supportive flexible work policy, recognising the role flexibility plays in enabling workforce participation.

We continue to monitor gender pay outcomes and strengthen remuneration governance through structured benchmarking and evaluation processes to promote consistency and fairness. Manager capability has been enhanced through inclusive recruitment training, equipping leaders to recognise and mitigate bias and support diverse hiring decisions.

We view gender pay equity as an ongoing journey and remain committed to continuous improvement through evidence-based actions. We are confident these initiatives will support sustained progress in reducing our gender pay gap over time.

Whitney Ignatiadis

**Head of Human Resources & People**

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