

March 2026



## Employer Statement

At Liberty, we are committed to creating a workplace where everyone has the opportunity to thrive. Gender equality is central to this commitment, and our annual WGEA results continue to guide our understanding of where we are making meaningful progress and where further focus is needed.

For 2024–25, our results show that Liberty continues to perform well compared to similar employers in our industry. While closing our gender pay gap remains a priority, our performance of 20% - relative to an industry midpoint of 23.3% - reflects the impact of the ongoing work in our business to support more balanced representation at all levels.

Like many organisations in our sector, our gender pay gap is influenced by long-standing structural factors. Women are well represented in leadership at Liberty, making up 51% of our managers, yet the distribution of roles across pay quartiles continues to shape our results. Even though we compare favourably with our peers in the upper and upper-middle quartiles, men remain more concentrated in the highest-paid roles, while women are more represented in lower-paid roles - patterns that naturally influence overall pay outcomes. Women are also more likely to work part-time, which can affect career progression and long-term earning potential. Together, these dynamics contribute to the gender pay gap reported in our WGEA results.

Despite these structural challenges, Liberty has continued to make strong progress. Women now hold 40% of the collective senior (CEO, Head of Business and Key Management Personnel) roles—an important indicator of our commitment to building a strong and sustainable leadership pipeline.

We are equally proud of the actions we are taking to support families and enable more gender-balanced participation in caregiving. Liberty provides 14 weeks of paid parental leave, including superannuation, placing us ahead of many peers. We are also seeing a shift in how this leave is being used: men now represent 18% of primary carer's leave, compared with an industry midpoint of 12%. This change reflects a positive cultural movement toward shared responsibility at home and more equitable participation at work.

Looking ahead, we remain focused on strengthening women representation in higher-paid roles, expanding career pathways, and ensuring our recruitment and development practices support balanced gender representation at all levels of the organisation. We will continue encouraging more equal uptake of parental leave and flexible work options, recognising the crucial role these policies play in enabling long-term progress.

While we acknowledge there is more work to do, we are proud of the momentum we have built and remain committed to driving meaningful, lasting progress toward gender equality for all Liberty team members.