

Judo Employer Statement.

Workplace Gender
Equality Agency
(WGEA)

People & Culture | Version 1 | 4.03.2025

judobank

Snapshot date	31 March 2024
Reporting period	1 April 2023 – 31 March 2024

We care deeply about our people, and we're passionate about supporting them to live their best lives, because we know that when our people are at their best, so is Judo. We are committed to providing a safe and healthy environment where everyone feels like they belong – a place where our people and our customers thrive because our unique differences make us collectively stronger.

Our 2023-2024 gender pay gap compared to 2022-23 shows a 0.5% increase in median total remuneration and 1.4% increase in median base remuneration for men. The changes in our pay-gap reported have occurred due to workforce composition changes, not due to unjustifiable pay inequities. We know this because we regularly conduct reviews to address potential gender-based pay inequities. The reviews occur at key team member touchpoints throughout the year and leverage various pay analysis methodologies, including those provided by WGEA.

The Gender Pay Gap

WGEA reporting reports the difference in earnings between women and men 'the gender pay gap'. The gender pay gap is not to be confused with women and men being paid the same for the same, or comparable, job. This is referred to as **equal pay**.

The gap is shown as a percentage, comparing earnings between men and women. If it's a positive percentage, it means men are earning more across Judo. If it's negative, it means women are earning more across Judo.

Table 1 shows our history of closing pay gaps since 2020-21. It shows we have made steady progress closing the gender pay gap and we continue to be below the Banking industry comparison. We know that closing the gender pay gap is an ongoing process and requires us to maintain a culture of integrity, transparency, and accountability at all levels within Judo. It also requires us to ensure even representation of men and women across our workforce.

Table 1

	2020-21	2021-22	2022-23	2023 -24	How does this compare to our industry? The WGEA Banking Industry report for 2023-24 reports a median total remuneration pay gap of 22.0% and median base pay gap of 22.8% .
Median Total Remuneration	23.8%	19.9%	15.9%	16.4%	
Median Base Salary	19.8%	17.0%	14.7%	16.1%	

Our Inclusion, Equity and Diversity (IE&D) vision

Not only are we committed to gender pay equity, we also have genuine leadership commitment, action, and measurement around inclusion, equity, and diversity more broadly. As reported in our FY24 Annual Report, as a team, we have defined three strategic IE&D pillars:

1. To attract, celebrate and keep diverse talent.
2. To nurture an inclusive culture where everyone feels like they belong.
3. To become the most trusted employer in Australian banking.

We have diversity targets

We continue to work towards our measurable targets for gender diversity by the end of FY26, which are:

- 40% women;
- 40% men; and
- 20% open.¹

These targets are set across the entire Judo workforce, including people leadership roles, senior leadership roles (including the Executive Leadership Team) and the Board. Ensuring gender diversity at every level of Judo is key to strengthening our culture of equality.

We nurture our female team members

As part of our talent management program, we review the gender diversity of our talent and succession pipelines, identifying opportunities to increase female representation at all levels of the business through attraction, development, and retention initiatives. Our development initiatives include female round table dinners with our Executive Leadership Team and Board members.

During FY25 we also strengthened our Talent Acquisition strategy to support the attraction of female talent, by mandating gender balanced candidate shortlists, ensuring gender diverse interview panels, and providing senior leader diversity coaches to work with hiring managers on the recruitment of all active vacancies. We also launched an Early Careers Program at Judo to provide internship opportunities for junior females looking to gain experience in Banking, and also commenced a partnership with Banking on Women, a University of Melbourne society championing gender diversity in Banking and Finance.

We continue to educate our people leaders

We continue to provide education for our people leaders to help build their awareness of any biases they might have and how to make decisions about current and potential team members without being influenced by characteristics, like gender. Our Senior Leaders and Regional Directors signed the Judo's Gender Equity Charter to commit to making gender equity a priority through visible leadership and action. This is a crucial step in making sure that gender pay equity becomes a reality in our workplace.

We have regular 'equal pay' reviews

We formally review salaries on a regular basis to ensure men and women are paid fairly and equitably. We compare pay for like roles and grade levels to identify differences. If we see gaps, we assess why and commit to ensuring there are no unjustifiable pay gaps across comparable roles. If there is no clear justification for pay differences across like roles, we commit to rectifying the gap.

Our continuing commitment to our people

This statement is an important commitment to addressing gender equality. It allows us to pause and reflect on our progress to date as well as the road ahead. We know that there is work to do and are confident that the initiatives outlined in this statement will ensure we continue to make progress.

People join Judo because they want to work for a bank that challenges the status quo and empowers its people to put customers first. We are committed to delivering an environment where everyone feels like they belong, and our customers thrive.

¹ We note that WGEA currently reports on data where individuals identify as either male or female. Open is defined as non-gender specific, and could include women, men, non-binary, intersex or gender-diverse identities.