



Australian Government



Workplace  
Gender Equality  
Agency

# 2021 - 22 Gender Equality Reporting

Submitted by:

**Challenger Limited (ABN:85106842371)**

**Challenger Group Services Pty. Ltd.  
(ABN:91085657307)**

Date: 2022-06-17

# #Workplace overview

## Policies and strategies

1: Do you have a formal policy and/or formal strategy in place that specifically supports gender equality in the following areas?

...Recruitment	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Retention	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Performance management processes	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Promotions	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Talent identification/identification of high potentials	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Succession planning	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Training and development	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy
...Key performance indicators for managers relating to gender equality	Yes( <i>Select all that apply</i> )
...Yes	Policy Strategy

2: Do you have formal policy and/or formal strategy in place that support gender equality overall?

Yes(*Select all that apply*)

...Yes	Policy Strategy
--------	--------------------

3: Does your organisation have any of the following targets to address gender equality in your workplace?

4: If your organisation would like to provide additional information relating to your gender equality policies and strategies, please do so below.

## Governing bodies

### Challenger Limited

1: Does this organisation have a governing body?	Yes( <i>Provide further details on the governing body(ies) and its composition</i> )
1.1: What is the name of your governing body?	Challenger Limited Board
1.2: What type of governing body does this organisation have?	Board of directors
1.3: How many members are on the governing body and who holds the predominant Chair position?	
...Chairs	
...Female	
...Male	1
...Non-binary	0
...Members	
...Female	3
...Male	6
...Non-binary	0
1.4: Do you have a formal selection policy and/or formal selection strategy for this organisation's governing body members?	Yes( <i>Select all that apply</i> )
	Policy Strategy
1.5: Has a target been set to increase the representation of women on this governing body?	Yes( <i>Provide further details on your target</i> )
10.6: What is the percentage (%) target?	30.00%
10.7: What year is the target to be reached (select the last day of the target year)?	30-Jun-2022
1.6: Do you have a formal policy and/or formal strategy in place on the gender composition of your governing body?	Yes( <i>Select all that apply.</i> )
	Policy Strategy

### Challenger Group Services Pty. Ltd.

2: If your organisation would like to provide additional information relating to governing bodies and gender equality in your workplace, do so below.

# #Action on gender equality

## Gender pay gaps

1: Do you have a formal policy and/or formal strategy on remuneration generally?

Yes(*Select all that apply*)

...Yes

Policy  
Strategy

1.1: Are specific pay equity objectives included in your formal policy and/or formal strategy?

Yes(*Select all that apply*)

...Yes

To achieve gender pay equity  
To ensure no gender bias occurs at any point in the remuneration review process (for example at commencement, at annual salary reviews, out-of-cycle pay reviews, and performance reviews)  
To implement and/or maintain a transparent and rigorous performance assessment process

2: What was the snapshot date used for your Workplace Profile?

31-Mar-2022

## Employer action on pay equity

1: Have you analysed your payroll to determine if there are any remuneration gaps between women and men (e.g. conducted a gender pay gap analysis)?

Yes(*Provide further details on the most recent gender remuneration gap analysis that was undertaken.*)

1.1: When was the most recent gender remuneration gap analysis undertaken?

Within the last 12 months

1.2: Did you take any actions as a result of your gender remuneration gap analysis?

Yes(*Select all that apply*)

1.2: Did you take any actions as a result of your gender remuneration gap analysis?

.. Yes

Identified cause/s of the gaps  
Reviewed remuneration decision-making processes  
Analysed commencement salaries by gender to ensure there are no pay gaps  
Analysed performance pay to ensure there is no gender bias (including unconscious bias)  
Analysed performance ratings to ensure there is no gender bias (including unconscious bias)  
Reported pay equity metrics (including gender pay gaps) to the governing body  
Reported pay equity metrics (including gender pay gaps) to the executive

	Reported pay equity metrics (including gender pay gaps) to all employees Corrected like-for-like gaps Reported pay equity metrics (including gender pay gaps) externally
1.3: You may provide details below on the type of gender remuneration gap analysis that has been undertaken (for example like-for-like and/or organisation-wide)	Challenger undertakes a gender gap analysis for like roles and across the organisation on an annual basis as part of the annual remuneration review process. This includes a review against market data by gender and an organisation-wide pay gap review looking at the difference between the average remuneration of all women and the average remuneration of men). This is assessed by level and business area.

3: If your organisation would like to provide additional information relating to employer action on pay equity in your workplace, please do so below.

### Employee consultation

1: Have you consulted with employees on issues concerning gender equality in your workplace during the reporting period?

Yes (*Provide further details on the employee consultation process.*)

1.1: How did you consult employees? Survey

1.2: Who did you consult? ALL staff

2: Do you have a formal policy and/or formal strategy in place on consulting employees about gender equality?

No

...No Not a priority

3: On what date did your organisation share your previous year's public reports with employees?

4: Does your organisation have shareholders?

Yes

4.1: On what date did your organisation share your previous year's public reports with shareholders? 10-Aug-2021

5: Have you shared previous Executive Summary and Benchmark reports with the governing body?

6: If your organisation would like to provide additional information relating to employee consultation on gender equality in your workplace, please do so below.

# #Flexible work

## Flexible working

1: Do you have a formal policy and/or formal strategy on flexible working arrangements?

Yes (*Select all that apply*)

...Yes	Policy Strategy
...A business case for flexibility has been established and endorsed at the leadership level	Yes
...Leaders are visible role models of flexible working	Yes
...Flexible working is promoted throughout the organisation	Yes
...Targets have been set for engagement in flexible work	No ( <i>Select all that apply</i> )
...No	Currently under development ( <i>Select the estimated completion date.</i> ) Other (provide details)
...Currently under development	31-Dec-2022
...Other (provide details)	31-Dec-2022
...Targets have been set for men's engagement in flexible work	No ( <i>Select all that apply</i> )
...No	Currently under development ( <i>Select the estimated completion date.</i> ) Other (provide details)
...Currently under development	31-Dec-2022
...Other (provide details)	Due to COVID our target date has been pushed out
...Leaders are held accountable for improving workplace flexibility	Yes
...Manager training on flexible working is provided throughout the organisation	Yes
...Employee training is provided throughout the organisation	No ( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	94% of employees believe they have the flexibility they need to manage work and other commitments as reported in the most recent employee engagement survey in March 2022

...Team-based training is provided throughout the organisation	No( <i>Select all that apply</i> )
...No	Other (provide details)
...Other (provide details)	94% of employees believe they have the flexibility they need to manage work and other commitments as reported in the most recent employee engagement survey in March 2022
...Employees are surveyed on whether they have sufficient flexibility	Yes
...The organisation's approach to flexibility is integrated into client conversations	No( <i>Select all that apply</i> )
...No	Not a priority
...The impact of flexibility is evaluated (e.g. reduced absenteeism, increased employee engagement)	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to key management personnel	Yes
...Metrics on the use of, and/or the impact of, flexibility measures are reported to the governing body	Yes
...Other (provide details)	No

2: Do you offer any of the following flexible working options to MANAGERS in your workplace?

...Flexible hours of work	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Compressed working weeks	No( <i>You may specify why the above option is not available to your employees.</i> )
...No	Other (provide details)
...Other (provide details)	Given the nature of work i.e. additional reasonable hours, and to ensure consistency with fulltime employment, compressed hours are not provided.
...Time-in-lieu	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Telecommuting (e.g. working from home)	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
	Formal options are available

...SAME options for women and men	Informal options are available
...Part-time work	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Job sharing	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Carer's leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Purchased leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available
...Unpaid leave	Yes( <i>Select one option only</i> )
...Yes	SAME options for women and men( <i>Select all that apply</i> )
...SAME options for women and men	Formal options are available Informal options are available

3: Are your flexible working arrangement options for NON-MANAGERS the same as the options for managers above?

Yes

4: Has your organisation implemented an 'all roles flex' approach to flexible work?

5: Did you see an increase, overall, in the approval of FORMAL flexible working arrangements for your workforce during the 2021-22 reporting period?

Yes, for both women and men

6: If your workplace includes hybrid teams (i.e. some employees in a team work remotely while other employees in a team work at the organisation's usual workplace), have any of the following measures been utilised to ensure the fair treatment of all employees regardless of work location?

7: If your organisation would like to provide additional information relating to flexible working and gender equality in your workplace, including specific changes due to the impact of the COVID-19 pandemic on your workplace, please do so below.

In the most recent employee engagement survey conducted in March 2022 employees reported that they have the flexibility they need to manage their work and other commitments.



# #Employee support

## Paid parental leave

1: Do you provide employer funded paid parental leave regardless of carer's status (i.e. primary/secondary) in addition to any government funded parental leave scheme?

Yes, we offer employer funded parental leave that is gender equal (without using the primary/secondary carer definition)

1.1: Please indicate whether your employer-funded paid parental leave is available to:	All, regardless of gender
1.2: Please indicate whether your employer-funded paid parental leave covers:	Birth Adoption Surrogacy Stillbirth
1.3: How do you pay employer funded paid parental leave?	Paying the employee's full salary
1.4: Do you pay superannuation contribution to your carers while they are on parental leave?	Yes, on employer funded parental leave
1.5: How many weeks (minimum) of employer funded paid parental leave is provided?	14
1.6: What proportion of your total workforce has access to employer funded paid parental leave, including casuals?	91-100%
1.7: Do you require carers to work for the organisation for a certain amount of time (a qualifying period) before they can access employer funded parental leave?	No
1.8: Do you require carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Yes
1.8: Do you require carers to take employer funded paid parental leave within a certain time period after the birth, adoption, surrogacy and/or stillbirth?	Within 24 months
.. Yes	

2: If your organisation would like to provide additional information relating to paid parental leave and gender equality in your workplace, please do so below.

## Support for carers

1: Do you have a formal policy and/or formal strategy to support employees with family or caring responsibilities?

Yes(Select all that apply)	
...Yes	Policy Strategy

2: Do you offer any of the following support mechanisms for employees with family or caring responsibilities?

...Employer subsidised childcare	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...On-site childcare	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...Breastfeeding facilities	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at SOME worksites
...Childcare referral services	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at ALL worksites
...Internal support networks for parents	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at ALL worksites
...Return to work bonus (only select if this bonus is not the balance of paid parental leave)	No(You may specify why the above support mechanism is not available to your employees.)
...No	Not a priority
...Information packs for new parents and/or those with elder care responsibilities	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at ALL worksites
...Referral services to support employees with family and/or caring responsibilities	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at ALL worksites
...Targeted communication mechanisms (e.g. intranet/forums)	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at ALL worksites
...Support in securing school holiday care	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at ALL worksites
...Coaching for employees on returning to work from paid parental leave	Yes(Please indicate the availability of this support mechanism.)
...Yes	Available at ALL worksites
...Parenting workshops targeting mothers	Yes(Please indicate the availability of this support mechanism.)

...Yes	Available at ALL worksites
...Parenting workshops targeting fathers	Yes( <i>Please indicate the availability of this support mechanism.</i> )
...Yes	Available at ALL worksites
...Other (provide details)	No

3: If your organisation would like to provide additional information relating to support for carers in your workplace, please do so below.

### Sex-based harassment and discrimination

1: Do you have a formal policy and/or formal strategy on sex-based harassment and discrimination prevention?

Yes(*Select all that apply*)

...Yes	Policy Strategy
1.1: Do you provide a grievance process in any sex-based harassment and discrimination prevention formal policy and/or formal strategy?	Yes

2: Do you provide training on sex-based harassment and discrimination prevention to the following groups?

...All managers	Yes( <i>Please indicate how often is this training provided (select all that apply):</i> )
...Yes	At induction At least annually
...All employees	Yes( <i>Please indicate how often is this training provided (select all that apply):</i> )
...Yes	At induction At least annually

3: If your organisation would like to provide additional information relating to sex-based harassment and discrimination, please do so below.

### Family or domestic violence

1: Do you have a formal policy and/or formal strategy to support employees who are experiencing family or domestic violence?

Yes(*Select all that apply*)

...Yes	Policy Strategy
--------	--------------------

2: Other than a formal policy and/or formal strategy, do you have the following support mechanisms in place to support employees who are experiencing family or domestic violence?

...Employee assistance program (including access to psychologist, chaplain or counsellor)	Yes
...Training of key personnel	Yes

...A domestic violence clause is in an enterprise agreement or workplace agreement	No( <i>Select all that apply</i> )
...Workplace safety planning	Yes
...Access to paid domestic violence leave (contained in an enterprise/workplace agreement)	No( <i>Select all that apply</i> )
...Access to unpaid domestic violence leave (contained in an enterprise/workplace agreement)	No( <i>Select all that apply</i> )
...Access to paid domestic violence leave (not contained in an enterprise/workplace agreement)	Yes( <i>Is the leave period unlimited?</i> )
...Yes	No
: How many days of paid domestic violence leave (not contained in an enterprise/workplace agreement) are provided?	10
...Access to unpaid leave	Yes( <i>Is the leave period unlimited?</i> )
...Yes	Yes
...Confidentiality of matters disclosed	Yes
...Referral of employees to appropriate domestic violence support services for expert advice	Yes
...Protection from any adverse action or discrimination based on the disclosure of domestic violence	Yes
...Flexible working arrangements	Yes
...Provision of financial support (e.g. advance bonus payment or advanced pay)	Yes
...Offer change of office location	Yes
...Emergency accommodation assistance	Yes
...Access to medical services (e.g. doctor or nurse)	Yes
...Other (provide details)	Yes
...Yes	Uncapped support through the Challenger Employee Assistance Program.

3: If your organisation would like to provide additional information relating to family and domestic violence affecting your workplace, please do so below.