

# Diversity, Equity & Inclusion Strategy

August 2023



# 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



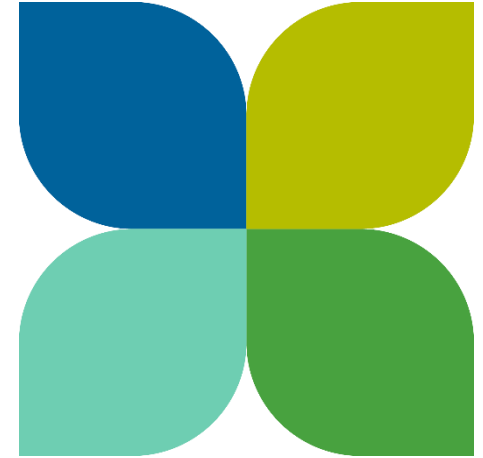
# Diversity, Equity & Inclusion Strategy

## One Challenger diverse and inclusive culture

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

### Our focus:

- Supporting employees to shape the diversity and inclusion agenda 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 women and men and other recognised genders.**

### **Our focus:**

- Achievement of gender composition targets.
- Extending pay equity to all levels of the organisation.
- Providing flexible resources and opportunities to all individuals.
- Signatory commitment to ongoing partnerships.



# Diversity, Equity & Inclusion Strategy

## Beyond gender

**Supporting employment outcomes for diverse multigenerational perspectives and skillsets.**

**Our focus:**

- Providing multigenerational collaboration and allyship.
- Attracting and retaining employees aged over 50.
- Bringing diverse backgrounds for a smarter outcome.



# Diversity, Equity & Inclusion Strategy

## Employee Diversity Networks

People, Plan, Priorities (PPP) strategies are created by our employee lead diversity networks and quarterly reported on progress. This provides our employees ownership and supports a sense of belonging and commitment on delivering.

Our focus:

				
To provide opportunities of multigenerational workplace inclusion. Embracing different generational thinking and skills.	Focusing on providing industry leading initiatives for work-place gender equality and equity.	A workplace where all cultural backgrounds are equally recognise and embraced	To raise awareness and support about disability and chronic illness in the workplace. This includes physical, mental and neurodivergent conditions, both visible and invisible.	To provide a safe and inclusive environment for our LGBTQI+ employees. To be an employer of choice for LGBTQI+ employees.



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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 have commitment to communicate our goals, our activities and initiatives in our annual report as part of our progress journey.

- **Gender Composition Targets – reviewed and assessed annually**
- **Groups ‘Your Voice’ 2023 employee engagement survey collects voluntary information:**
  - 2.7 % of our employees identify as LGBTQIA+.
  - 33.3% of our employees had adult/child caring responsibilities.
  - 0.01% of our employees identify having a disability.
  - 20.8% of our employees identify to an ethnicity other than Caucasian/white.
  - 15.3% of our employees are aged over 50.





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## Proposed Gender Composition Targets (external reporting in D,E&I policy)

	FY22	FY23 overview		Future targets		
	Actuals	Actuals	Targets	FY24	FY25	FY30 Gender Balance
Women in all roles	41.6%	43.1%	40-60%	40-60%	40-60%	40-60%
Women in management	38.8%	38.7%	40-60%	40-60%	40-60%	40-60%
Women in Investment Management	n/a	29.1%	n/a	32%	35%	40-60%
Women in Sales	41%	36.8%	40-60%	40-60%	40-60%	40-60%
Women on Leadership Team	37.5%	40.0%	37.5%	40-60%	40-60%	40-60%
Women on Board	33.3%	37.5%	33.3%	37.5%	40-60%	40-60%
Men in Admin & Clerical	n/a	22.6%	19%	25%	25%	33%



**Creating better futures**  
*together*

challenger 

