



HUB24 Group Workplace Gender Equality Agency Statement – 2026

HUB24 Group is committed to fostering an inclusive and diverse workplace for all our people. We value creating diverse teams by seeking a broad range of backgrounds and characteristics in current and potential future employees.

The HUB24 Group's focus on diversity and inclusion is about valuing individual differences and the knowledge, skills and experience all people bring to the workplace. HUB24 Group promotes a culture where everyone feels respected and valued, and able to participate fully to the best of their ability with equal access to opportunity. The diversity of thought driven by inclusion promotes innovation, engagement and productivity, and alignment to HUB24 Group's values and purpose to empower better financial futures, together.

The HUB24 Group has consciously focused on removing gender bias in all aspects of the employment process, including specific actions related to gender-based role and pay analysis and application; awareness of unconscious bias in recruitment decisions; talent and promotion review; and learning and development participation.

HUB24's commitment to diversity and equality includes:

Talent Acquisition

- Proactive sourcing to diversify the talent pool for each role, removing bias from recruitment process and job criterion including providing training to hiring managers on unconscious bias
- Promotion of opportunities for role alternatives to attract a wider candidate pool including considering part time opportunities and flexibility in the workplace
- Partnering with universities to create a diverse pipeline of interns and graduates for future roles within the business
- Highlighting and sharing stories externally via website and social media channels on our diverse group of people and their journey into the workforce

Performance

- Ensuring employee performance assessments contain structured KPIs around performance and behaviours
- Multi-level review and calibration of performance ratings at to ensure a fair and equitable process

Remuneration

- Use of external remuneration benchmark data in setting appropriate salary levels, with remuneration differentiated on performance
- Centralised data-driven modelling for both fixed remuneration and bonus allocation agnostic to individual characteristics
- Gender-based analysis of salaries and bonuses across all levels of the organisation on at least an annual basis, to reconfirm that we continue to offer equitable pay and bonuses for males and females in like roles (pay equity).

Learning and Career Development

- Equal career development and learning and development opportunities offered to all employees
- Focussed initiatives targeted development of female leadership

Employee Feedback and Advocacy

- Regularly employee sentiment surveys to understand the employee experience, including diversity and inclusion within our organisation
- Forming a continuous improvement of our practices and benefits to ensure an equal and engaging employee experience through feedback and action planning

HR Practices

- Consistent analysis of gender equality in our HR practices including performance assessment, talent identification, and succession planning.

Gender Diversity

- Incorporating gender diversity targets at a board, leadership and organisational level and working to meet and exceed these.

Key Findings: 2024 - 2025 Reporting Period

The gender pay gap is the difference in average earnings between women and men, with a positive percentage denoting the amount men are paid more than women at a whole of company level. The gender pay gap is not the same as equal pay, where men and women in like for like roles are paid equitably.

The table below shows the average gender pay gap for total remuneration against other companies in our industry (and company size) for the HUB24 Group¹ for the 2025 reporting period.

	Average total remuneration	Industry Benchmark
HUB24 Group (total)	14.0%	16.3%

HUB24 Group has a robust and appropriate approach to ensuring same-role pay equity and continues to work towards factors influencing our gender pay gap. The gender pay gap reflects an imbalance in the profile of males and females holding mid-senior level roles within our organisation. To address this, current and future planned activity focuses on influencing equal gender representation at all levels. This includes:

- Detailed talent reviews and succession assessments to assess pipeline of male and female talent and potential future leaders
- Targeted development initiatives for identified female talent, including formalised coaching, formal training through external providers focused on advancing women's careers.
- Additional interventions to support greater female workforce participation at all levels, including reviewing gender representation in talent cohorts and encouraging female participation in first line leadership roles
- Increased support and flexibility for employees on parental leave, including paid parental leave benefit of 12 weeks for primary carers and six weeks for secondary carers; 'keep in touch' programs; and return-to-work support.
- Support and sponsorship of industry events supporting gender equality, including International Women's Day, Women in Finance and Women in Technology events.
- Continued optimisation of gender-neutral advertisements and job descriptions, candidate search categorisation and incorporating unconscious bias training and processes into our recruitment and selection processes.

Conclusion

HUB24 continues to actively monitor and address gender pay disparities, striving for continuous improvement and a workplace where individuals feel consistently and fairly rewarded and appreciated. We understand that there is always room for this growth and are actively working towards improving our gender equality standing.

¹ HUB24 Group includes HUB24 Management Services and Class Limited, who provided submissions for the 2025 reporting period