

## **JANA Gender Pay Gap Employer Statement (2024-25)**

February 2026

JANA is committed to achieving and maintaining workplace gender equality. We believe in leveraging the diversity of our people to create exceptional outcomes for our clients. As a 100% employee-owned firm of over 155 employees, we aim to create long-term, positive impact for our people, clients, industry and communities, where gender equality remains a fundamental pillar of that commitment.

In 2024–25, JANA’s average total remuneration gender pay gap increased modestly from 9.7% to 10.3%. This movement was primarily driven by changes within our non-manager professional cohort, where the gender pay gap widened compared to the prior year. These roles represent a significant proportion of our workforce, meaning changes in remuneration outcomes or workforce composition can have a pronounced impact on the organisational average.

However, our median total remuneration gap has decreased to 22.9%, down from 24.1% in 2023-24. Our average (mean) base salary gap has improved from 11.2% to 10.52%, and the median base salary gap also improved from 22.5% to 21.7% over the same period.

While these results show progress overall, we recognise there is more work to do, particularly in relation to gender representation, where we continue to have a higher proportion of male employees at senior levels. Given JANA’s historically low turnover, our focus remains on eliminating gender bias in like-for-like pay, promotion decisions, recruitment outcomes and retention practices.

JANA continues to demonstrate strong female representation in leadership, with women making up 50% of our leadership team. Our Board composition remains 60% female, including a female Chairperson. During the 2024–25 reporting period, women accounted for 35% of all promotions.

We remain committed to fair and equitable employment practices across recruitment, remuneration, promotion, and professional development. Our policies are designed to support flexible working, prevent discrimination and harassment, and foster a respectful and inclusive workplace for all.

JANA undertakes annual gender-based reviews of pay (including salary and bonus) and performance outcomes as part of our formal remuneration process to ensure equity in comparable roles. We also benchmark remuneration for new starters to maintain consistency and fairness across similar positions.

Through our Diversity, Equity and Inclusion (DEI) Strategy and working group, we continue to prioritise gender equality and implement initiatives that drive meaningful progress to attract and retain female talent. JANA also funds membership for all female employees in Women in Super.

JANA has been a partner with Future Females in Finance since April 2020 which provides a mentored program for female university students to assist in increasing the number of females entering a career path in investments. Through this partnership, we are providing young women with the opportunity to experience the breadth of careers available in financial services and encourage them to be part of our future through our talent pipeline.

JANA is proud to remain certified as a Family Inclusive Workplace™, recognising our commitment to enabling employees to balance work and family responsibilities.