



Our Gender Pay Gap External Statement February 2026

Workplace Gender Equality Agency Gender Pay Gap Employer Statement

At Bupa, our Diversity, Equity & Inclusion strategy is key to enabling us to achieve our mission of being the most customer centric healthcare company, and an employer that actively supports the wellbeing of our people. We are steadfast in our commitment to fostering an inclusive and equitable workplace and providing equal opportunities irrespective of gender.

We have been working hard to reduce gender pay disparities, and we are dedicated to taking proactive and systemic actions to improve the gender pay gap (**GPG**) within our organisation. This includes conducting regular, detailed, like-for-like analysis of our pay data to help identify challenges and inform targeted actions in each of our businesses.

Understanding the Gender Pay Gap

The GPG is the difference in median earnings between women and men. It is not a case of women and men being paid differently for like roles or comparable jobs.

We want our people to know that **we don't pay people differently based on their gender** – our current GPG is the result of workforce representation. At present, we have a lower proportion of females in senior leadership roles (our Executive, Director and Senior Management roles), and a much higher proportion in base-tier and front-line roles. While we are proud of our gender representation at all management levels (55% of all management roles are held by females and over 50% of our Executive Team are female) this does not sufficiently offset the fact that 76% of our overall workforce are female.

In Australia, Bupa's overall GPG is **10.9%**. This gap has been **reduced by 1% compared to last year**.

Bupa's Health Insurance business has GPGs which have improved. Our gaps are more favourable than industry comparison groups and we have more than 50% representation of females across most management levels. Our key opportunities in closing our gaps lie in improving the proportion of gender representation within the higher levels of leadership.

In our Aged Care business, our GPG has remained in the target range over the last three years. In 2025, we further reduced this gap to -1.6% in favour of women. One of the reasons we've been able to close the gender pay gap in Aged Care is due to a balanced representation of women in senior roles, and a higher representation of men in base-tier jobs.

Our Health Services businesses remains our biggest GPG challenge. The gaps in the Optical and Medical Services businesses have widened slightly, however the gap for the Dental business has seen a significant improvement, improving from 13.1% to 0.3%. The GPGs in Health Services reflect a wide variability of roles, and a high representation of female employees in base-tier roles. Due to a diverse mix of health provisioning businesses (ie. dental, optical, visa services) we also aren't directly comparable to any other employer, both in types of roles as well as the scale of our business.

Bupa's action plans:

We understand that employers, especially large-scale organisations like ours, play a pivotal role in achieving women's economic equality and we remain committed to facilitating systemic change across key areas, including:



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1. Equitable Careers: Targeted recruitment, development, and retention initiatives
2. Inclusive Workplace Practices: Inclusive and flexible workplace policies and practices
3. Pay Practices: Transparent pay practices and pay audits

While representation within certain professions is a broader industry challenge, at Bupa we have been implementing strategies that address gender representation at the top, as well as the base tier of our organisation.

Bupa's organisation wide **Gender Action Plan is in place** as part of our overall Diversity, Equity & Inclusion strategy. This plan contains specific strategies to address hiring and promotion practices for Senior Leaders.

Equitable Careers:

Bupa's Talent Management Strategy focuses on the proactive identification, development, and engagement of senior female leaders.

- **Talent Identification and Succession Planning:** Our approach to talent identification and succession planning integrates a strong gender focus to ensure deliberate and meaningful actions are taken to support the senior female talent pipeline. We actively identify high-potential female leaders and provide tailored development opportunities that prepare them for their next-level role. This includes structured career pathways, targeted sponsorship from senior leaders, and visibility within key decision-making forums.
- **Executive Mentoring Series:** This nine-month mentoring series pairs senior female leaders with members of the APAC Executive Leadership Team (ELT) for one-to-one mentoring. It includes Day in the Life experiences, enabling female mentees to shadow their Executive Mentor. The mentoring series enhances visibility of female talent with ELT and Board members and provides targeted development and executive sponsorship.
- **Senior Female Leadership Talent:** Locally, Bupa APAC offers targeted development programs for identified executive successors. This APAC-wide initiative prioritises experience-led development to ensure leaders build the necessary capabilities and exposure to be executive-ready. Key components include secondments, acting roles, and opportunities for Board exposure, alongside Masterclasses and thought leadership. Currently, 52% of participants in these programs are female leaders, reflecting our commitment to gender equity and leadership diversity. Globally, Bupa delivers programs specifically designed to prepare future female Managing Directors. These initiatives are complemented by leadership-led community networks that provide platforms for exchanging learnings and spotlighting the careers of female talent. Through these networks, female leaders gain visibility, share best practices, and build connections that support their progression into senior roles.
- **Women Inclusion Network:** Bupa's Employee Advocacy Group for women, gender diverse employees and allies continued to successfully operate and advocate for support for gender equity. The group has continued to grow with members across our



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Australian, New Zealand and Hong Kong businesses. Successful initiatives in 2025 saw a focus on networking, mentoring, women's health and increasing support from allies.

Inclusive Workplace Practices:

Bupa has put in place inclusive and supportive workplace settings that encourage equal participation in the workplace, are inclusive and support our people through important life moments. These include:

- **Parental Leave, Domestic & Family Violence Leave and Gender Affirmation Leave Policies:** Our gender-equal parental leave benefit package allows all parents access to equal leave. Pleasingly, this continues to see a higher level of male participation in parental leave. Bupa also offers paid leave for employees accessing Gender Affirmation Leave, as well as paid leave for those experiencing family and domestic violence.
- **Flexible Working:** At Bupa, we support a broad range of flexible working practices to help our people work in a way that suits them best. For our office-based teams, we enable hybrid working balancing customer needs with in-person connection, and flexibility.
- **Sex based harassment:** Bupa's Workplace Behaviour Standard and training for people leaders is focused on minimising harm, managing business risks, and ensuring a positive duty of care across our leadership.

Pay Practices:

We are committed to maintaining transparency in our pay practices ensuring that all employees understand the criteria used for determining compensation. We have a robust remuneration framework that uses industry data to match jobs and benchmark every role within the organisation. Using this framework helps us to pay each role in line with market and to remove the bias and subjectivity in determining pay. In addition to WGEA GPG reporting, Bupa conducts annual salary audits and closely monitors equitable pay in like-for-like roles.

Additional Support

We also want to ensure that we are delivering on our commitment to create a workplace where everyone can feel safe and thrive. We have partnered with the Our Watch Institute, Australia's leading team of violence prevention and gender equality experts, to progress our work in the prevention of violence against women.

Leaning on their expertise, we have enhanced the internal training and programs already in place to build confidence in Bupa's leaders to appropriately respond and support people who may be experiencing gender-based violence.

We have also implemented many measures in this space, including establishing a dedicated working group which is focused on continually improving our policies and processes in support of reducing bullying and harassment, including sexual harassment, and sex discrimination in the workplace.

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