



**Employer Statement**

# Gender pay gap

**Australia** February 2026



## About Liberty

Liberty Specialty Markets is a trading name of Liberty Mutual Insurance Company, Australia Branch (ABN 61 086 083 605) incorporated in Massachusetts, USA (the liability of members is limited) ("Liberty"). Liberty commenced operations in Australia in 1999 with a view to partnering with, and bringing insurance solutions to our policyholders and broker partners. Today we bring value and insurance solutions to more than 26,000 of Asia Pacific's most significant business and government organisations – helping them protect what they earn, build and own. We offer welcome continuity in an unpredictable world.

Liberty is committed to conducting business in an honest and ethical manner, with integrity and accountability, with responsible business decisions at the heart of our operating processes.

## Our structure and operations

Liberty in Australia is part of the Liberty International Insurance Asia Pacific business, with a presence across Australia, Singapore, Hong Kong, China, Malaysia, and India. Australian offices are in Sydney, Adelaide, Brisbane, Melbourne, and Perth.

### We belong to the Liberty Mutual Insurance Group

-  The 9th largest property and casualty insurer in the world, writing more gross written premium annually than the entire Australian insurance industry
-  28 countries
-  Operating since 1912
-  91st on "Fortune 100" list
-  US\$ 50.2 B in annual consolidated revenue
-  40,000 employees



## Equity & Inclusion for Liberty in Australia

At Liberty, we are committed to fostering diversity and inclusion and continuing to strengthen an organisational culture that is inclusive and equitable – recognising and respecting the diverse backgrounds and experience of our employees, customers, suppliers and communities that we serve.

We're pleased to report meaningful progress in our ongoing journey toward gender equity. While we recognise there is still work to be done, our 2025 results demonstrate that our focused efforts and investments in creating pathways for advancement are delivering tangible results.

The gender balance within leadership roles continues to evolve positively, reflecting our commitment to developing talent from within and creating opportunities for career progression. This progress is particularly encouraging given the historical challenges our industry has faced in achieving gender balance at senior levels.

Liberty is committed to maintaining pay equity for like roles and performance. We continue to monitor and review our people processes to ensure that there is no bias in how we pay our people and to ensure we have pay equity in like-for-like roles regardless of gender identity.



*John McCabe*

**John McCabe**  
President, Australia



*Sarah-Jane Emery*

**Sarah-Jane Emery**  
Head of Human Resources,  
Australia



## Understanding the Gender Pay Gap and Pay Parity

In our ongoing commitment to foster an inclusive and equitable workplace, it is important for everyone to understand the concepts of the gender pay gap and pay parity.

### Gender pay gap

Refers to the average difference in earnings between women and men in the workplace. This gap can arise from various factors, including differences in industries, types of jobs held, years of experience, and even biases that affect how individuals are compensated for their work.

### Pay parity

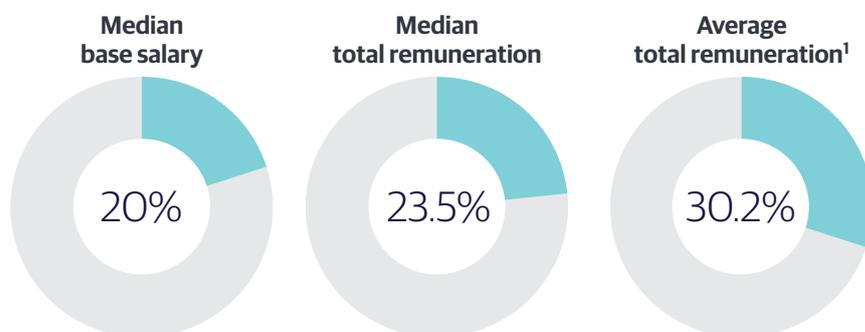
Refers to ensuring that all employees are compensated equally for performing the same work under similar circumstances, regardless of gender or any other characteristic. Achieving pay parity is a fundamental step toward fairness and equality in our workplace, ensuring that everyone receives equal pay for equal work.

As part of our values, we are committed to assessing and addressing these watchpoints, promoting transparency, and supporting initiatives that lead to a fairer working environment for all.

## Liberty in Australia's Gender Pay Gap

The gender pay gap is presented as a median, based on the data from our WGEA 2024-25 Gender Equality Reporting figures as of 1 April 2025, (our most recent reporting date).

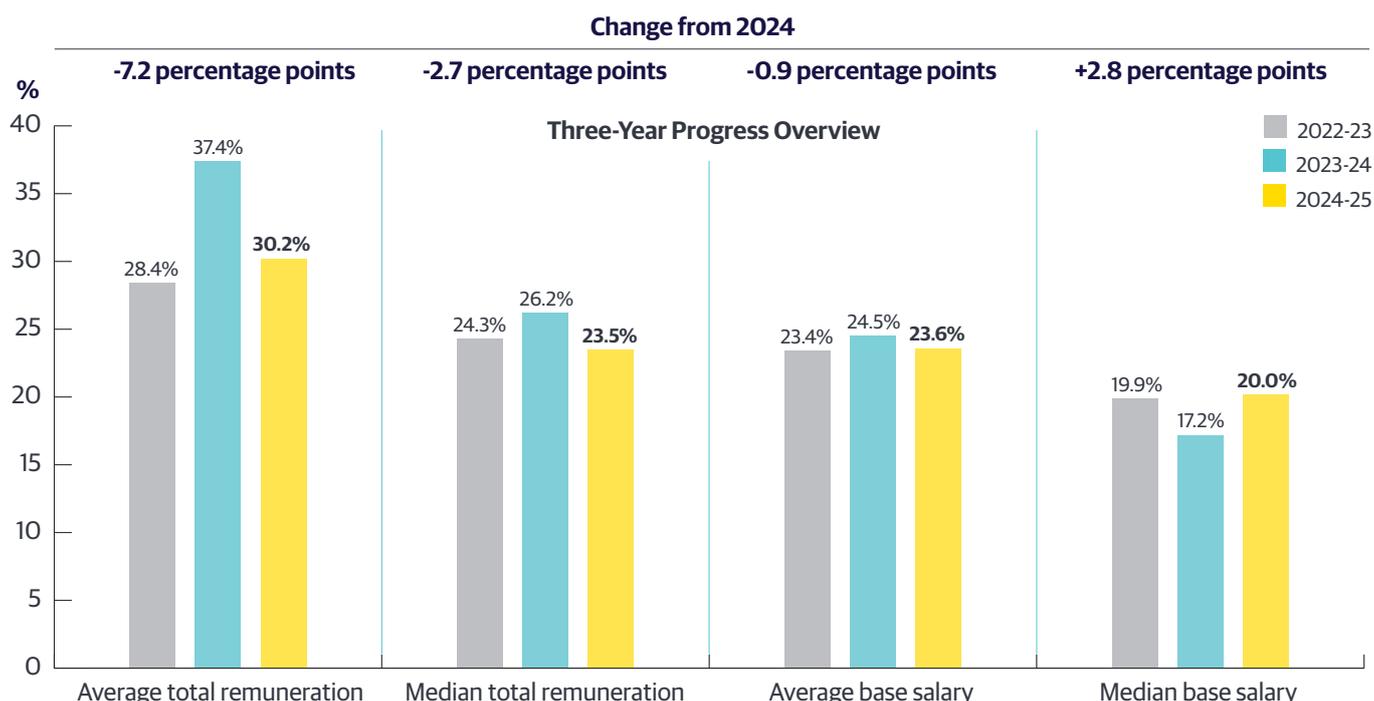
This gap is calculated based on total remuneration, encompassing salary, superannuation contributions and bonus earnings. Reporting considers all roles within the organisation, irrespective of length of service or other factors.



1. This measures the difference in average earnings between genders in the workplace, irrespective of role or seniority.

## Progress in Action: Our 2025 Results

We're encouraged to report significant improvement across our year-on-year key gender pay gap metrics:



Note: The gender pay gap calculation in 2022-23 does not include the remuneration for CEOs, Heads of Business and casually employed managers. It therefore is not directly comparable to 2023-24 and 2024-25 gender pay gaps.

## Understanding Our Results

The improvement in our gender pay gap reflects several positive developments:

**Leadership representation is evolving:** While senior leadership roles continue to be the primary driver of our pay gap, we're seeing positive movement. Women now represent 25% of our CEO/Head of Business/Key Management Personnel roles, and we maintain strong representation at management level (43% women).

**Career progression pathways are working:** Our investment in leadership development and succession planning is creating tangible opportunities. Women candidates made up 59% of appointments to manager roles (including promotions) in 2025, demonstrating the effectiveness of our development initiatives.

**Structural advantages are in place:** Women are increasingly represented across Liberty, with strong and growing leadership presence in the middle and lower quartiles and we have a clear opportunity to extend that momentum into the senior-most level.

**Equal opportunities in practice:** Our data shows balanced gender representation in non-manager appointments (50% women, 50% men), indicating our recruitment practices are creating equal opportunities at entry and mid-levels. This reflects a gender-neutral employee value proposition that does not favour the traditionally male aspects of the industry nor women to artificially boost representation; instead, it aligns with our commitment to appointing the best person for the role.



## How We're Committed to Closing Our Gender Pay Gap

### Ensure equal opportunities across all employment areas.

Our Working Together Policy underlines our dedication to equality, particularly in remuneration between men and women performing the same roles. By fostering an environment where everyone is treated fairly, we aim to cultivate a more inclusive atmosphere.

### Maintain competitive and fair compensation practices.

Through our annual salary review program, which includes ongoing evaluations, we ensure that employee salaries are competitive and reflect market standards. We conduct regular gender remuneration gap analysis and take action based on findings. We leverage technology to help leaders track and monitor diversity across pay and performance decisions to remove biases and ensure equality and accountability.

### Enhance parental leave benefits to support all new parents.

We provide paid parental leave and superannuation on unpaid parental leave for all new parents, regardless of gender. Employees with less than 12 months of continuous service are eligible for eight weeks of paid parental leave; employees with 12 months or more of continuous service receive 18 weeks. This is above the industry average and reflects Liberty's long-standing commitment to supporting families. Our data shows a balanced take-up of parental leave, with 57% of primary carers identifying as women and 43% as men.

### Promote a respectful and harassment-free workplace.

Our Anti-Discrimination and Harassment Policy is designed to prevent and address any forms of discrimination or harassment. We are committed to maintaining a workplace where all employees feel safe and respected.

### Expand training initiatives to foster an inclusive culture.

We offer ongoing training programs, including Appropriate Workplace Behaviour Training, to increase awareness of workplace laws, and expected behaviours, and to outline reporting channels and support available internally to our employees and via our Employee Assistance Program (EAP) available to all employees and their families.

### Engage our workforce in gender equality initiatives.

We consult with employees on gender equality matters and uphold formal policies and strategies to support our commitments, drawing on input from employee community groups and monthly survey feedback to shape and prioritise our actions.

### Provide flexible work arrangements to support diverse needs.

Offering a range of flexible working options allows our employees to choose arrangements that best fit their individual circumstances, promoting a better work-life balance for everyone.

## Diversity, Equity & Inclusion at Liberty

Diversity, Equity and Inclusion (DEI) is about recognising, appreciating and positively utilising the similarities and differences we all bring to work. It's about embracing and celebrating unique perspectives, needs, and diversity of thought.

### Our goals:

- Increase awareness among our colleagues in the region of DEI topics, emerging themes, and key areas of interest and need
- Provide meaningful support to all our people with practical ideas, training, and tools that promote our culture of inclusion
- Collaborate with global and regional networks and employee communities and create a combined library of available resources
- Work with local communities and offer education opportunities inside and outside our organisation

We believe that recognising, appreciating, and applying each person's unique perspectives is the cornerstone of a high-performing business. Inclusion is at the heart of how we conduct our business and live out our values every day.





## Looking Forward

While we're encouraged by our progress, we remain committed to continued improvement. Our focus areas include:

- Continuing to develop leadership pathways and succession planning
- Maintaining our strong performance in gender-balanced recruitment and promotions
- Supporting all employees through comprehensive flexible work and parental leave policies
- Regular monitoring and analysis of our gender pay gap to ensure sustained progress

The journey toward complete gender equity requires ongoing commitment and action. We remain dedicated to creating an environment where all our people can thrive and advance based on their talents and contributions.

For more information please visit:  
[libertyinternational.com](https://libertyinternational.com)

 [Office locations](#)

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## Global reach. Financial strength. Local authority.

Distinct, complex and constantly evolving – every business is as unique as their insurance needs. To confidently progress in the face of risk and uncertainty requires a level of security you can only achieve through working with specialists.

Liberty offers a breadth of world-class insurance and reinsurance services to brokers and insured clients. We bring value and solutions to business and government organisations across Asia Pacific – helping protect what they earn, build and own.