Our commitment to gender equity



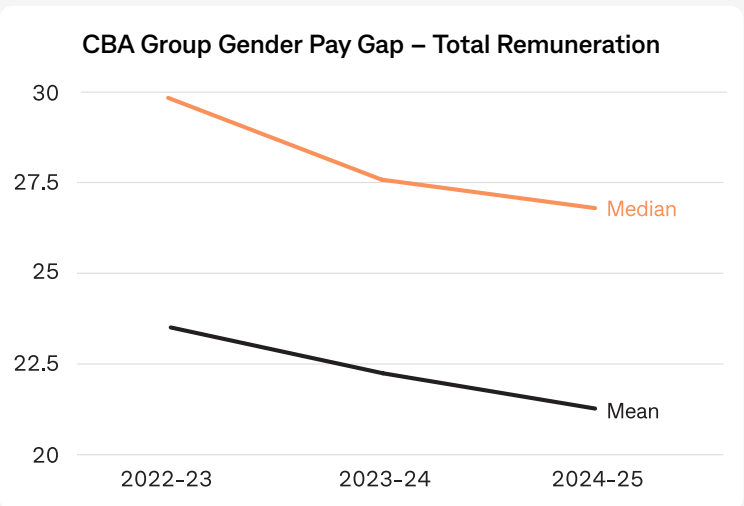
CBA has a long-standing commitment to gender equity.

Our Group Gender Equity Action Plan includes measurable, data-based actions to address the key drivers of our gender pay outcomes. Our WGEA reporting to 31 March 2025, across the CBA Group, shows continued year-on-year improvement.

CBA Group Gender Pay Gap

(Reporting period: 1 April 2024 – 31 March 2025)

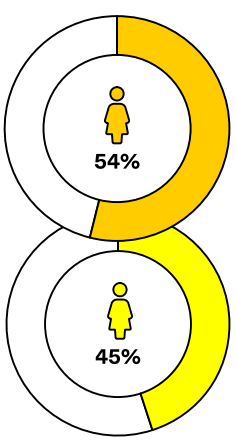
As at 31 March 2025, the Group median total remuneration gender pay gap was **26.8%**, the second consecutive year of improvement – down from 27.6% in 2023/24 and 29.9% in 2022/23. The mean total remuneration gender pay gap also decreased to **21.3%**, a reduction of **1.0 percentage point** year-on-year.



Gender Pay Gap Drivers

Women make up almost 54% of our Australian workforce and around 45% of our leadership roles (Executive Manager and above). Their representation is higher in customer service operational roles in branches and contact centres, and lower in some higher paid technical specialist and senior leadership roles.

These representation patterns across roles and levels are the primary drivers of our reported gender pay gap outcomes. Our focus remains on improving gender balance across all levels of the organisation, particularly in senior leadership and high-remuneration roles.



Gender pay equity

Equal pay has been a legal requirement in Australia since 1969. Consistent with this obligation, CBA meets this requirement, ensuring men and women are paid equally for equal or comparable work. Our pay equity governance is ongoing and includes annual pay equity assessments as part of the remuneration review cycle; guidance for leaders on pay decisions; and escalation processes where outcomes require further review. We report publicly on pay equity each year.

Actions taken in 2025

Our **Gender Equity Action Plan** aligns to these key factors contributing to the gender pay gap and we have been focused on the following actions:

- Embedded gender pay gap targets into Group Executive Key Performance Indicators to strengthen accountability.
- Piloted a gender pay gap modelling tool to support scenario analysis and inform more targeted action planning.
- Took targeted action to improve equal representation in senior and high-remuneration roles, with a continued focus on leadership pipelines, promotion and recruitment processes.
- Supported the return of women to the workplace through our Career Comeback Program, strengthening pathways back into professional and leadership roles.

Our future focus

We will continue to prioritise balanced gender representation across all levels of the organisation and address systemic barriers to progression. This includes:

- Ongoing review and benchmarking of remuneration and workforce composition, with targeted action where gender representation in lower-paid roles contributes to pay gap outcomes;
- Strengthening leadership pipelines, promotion and talent development processes; and
- Embedding flexible and equitable work practices, including support for flexible work, parental leave and return-to-work transitions.

Workplace Gender Equality Agency (WGEA) gender pay gap

The gender pay gap can be measured in a number of ways. WGEA publishes both average (mean) and median gender pay gaps.

WGEA's definition of the 'mean' or 'average' gender pay gap is the difference between the average earnings for men and women, expressed as a percentage of men's average earnings. The 'median' gender pay gap is the difference between the median earnings of men and women, expressed as a percentage of the median earnings of men. For this reason, WGEA outcomes are influenced by workforce composition and representation across roles and levels.