

Crawford & Company (Australia) Pty Ltd Workplace Gender Equality Employer Statement 2026

The Employer Statement outlines Crawford & Company (Australia)'s commitment and actions to improve gender equality in the workplace.

It forms part of our participation in the Workplace Gender Equality Agency (WGEA) annual reporting program and provides important context to our gender pay gap results.

We are committed to building a diverse and inclusive workplace where everyone has the opportunity to contribute and progress. This statement supports our approach by helping us measure, track and understand our gender equality progress, and by setting out the practical steps we are taking to improve outcomes over time.

Organisation: Crawford & Company (Australia) Pty Ltd

Industry: Claims Management and Insurance Services

Workforce Profile in 2024/25 WGEA Reporting Period:

- 51% females in overall workforce
- 77% females in entry-level claims/administration and head office support roles
- 86% males in professional claims roles (highly skilled loss adjusters – SMEs)
- 70% males in senior management roles
- 79% males at the executive level
- CEO/ President role is a male

1. Target area

Our target area will be the gender composition of senior management roles and further improving our paid parental leave policy to improve both the gender composition and gender pay gap within the company.

2. Current state (baseline)

Crawford & Company (Australia) Pty Ltd is an insurance claims management business committed to restoring and enhancing the lives, businesses, and communities impacted by insured events.

We support clients across the full claim's lifecycle, including:

- Loss adjusting, including property, major and complex loss, and catastrophe response
- Third party administration
- Forensic accounting, including business interruption
- Cyber response
- Managed repair services (Contractor Connection)
- Quantity surveying, forensic engineering and building consultancy

Operating within this highly specialised and technical environment, we note:

- The broader industry talent pipeline, particularly in loss adjusting and technical claims roles, has historically attracted a higher proportion of males.
- Within Crawford, we have built strong female representation across entry-level, administrative and mid-career roles through deliberate focus on early talent and career pathways.
- As these roles typically require significant technical experience, progression into senior leadership positions reflects a longer development cycle.

We are now focused on strengthening the transition of talent from mid-career into senior leadership roles, recognising this as the most meaningful lever to improve gender balance and, over time, addressing the gender pay gap.

3. Target statement

Crawford & Company (Australia) Pty Ltd is committed to improving gender balance and addressing the gender pay gap through targeted, practical initiatives that support both representation and equitable outcomes.

By May 2029, we will:

- Increase female representation in senior management roles by 9%, reaching 39.4%
- Support more balanced participation in parental leave, with a target of 10% of primary carer leave taken by male employees by March 2029

We recognise that increasing uptake of paid primary carer parental leave by male employees plays an important role in enabling more equitable sharing of caring responsibilities. Over time, this supports greater workforce participation and progression opportunities for their partners (who may be employed elsewhere), contributing to a reduction in the gender pay gap.

To support this, we will:

- Enhance employer-funded paid parental leave, including extended entitlements for employees with longer tenure
- Continue to provide paid parental leave across a range of family circumstances, including adoption, surrogacy and stillbirth

- Introduce employer paid superannuation contributions during paid parental leave to reduce the long-term impact on retirement savings and overall remuneration earnings for those with caring responsibilities

These initiatives are designed to create a more inclusive and supportive environment for all employees, while contributing to a more balanced workforce and a sustained reduction in the gender pay gap over time.

4. Supporting targets

To support our overall targets, Crawford will embed consistent practices across hiring, development and retention to improve gender balance over time.

By May 2029, we will:

- Achieve gender-balanced shortlists for senior management roles, supported by a consistent and disciplined approach to candidate sourcing
- Strengthen succession planning to increase female representation in talent pipelines for senior leadership roles, where feasible
- Improve retention of mid-career female employees (5–10 years' tenure) by providing targeted support during key life and career stages
- Expand flexible working arrangements to support employees balancing parental leave, caring responsibilities and career progression
- Encourage greater participation in primary carer parental leave by male employees across the workforce, supporting more balanced sharing of caring responsibilities over time

These supporting targets are designed to reinforce sustainable progress by strengthening the leadership pipeline, supporting retention, and promoting more equitable participation in both career and family responsibilities.

5. Actions to achieve supporting targets

Crawford & Company (Australia) Pty Ltd will take a structured and sustained approach across four priority areas to support delivery of our targets.

Action 1. Strengthening the talent pipeline

- Continue delivery of the Women in Leadership Program (Women Lead) to support progression of high-potential female managers and technical specialists
- Deliver an annual Senior Leadership Program with balanced gender representation, maintaining a minimum of approximately 45% female participation, consistent with recent cohorts (2025 and 2026)
- Continue the loss adjusting licence (Levels 1–6) development pathway, maintaining a deliberate focus on balanced gender participation. Since commencement in 2019, this program has achieved majority female representation

- Strengthen succession planning processes to improve representation of female talent in future senior management pipelines

Action 2. Hiring and promotion practices

- Maintain a disciplined approach to diverse shortlists for senior management roles, targeting a minimum of 40% female representation
- Apply structured interview processes and psychometric assessments for key roles to support objective, evidence-based selection decisions
- Reinforce accountability in hiring and promotion decisions to support consistent and equitable outcomes

Action 3. Flexible work and retention

- Continue to expand flexible work arrangements, including part-time and hybrid leadership roles where operationally feasible
- Normalise flexible work practices at senior management level to support broader access to leadership opportunities
- Provide targeted support to employees balancing parental leave and caring responsibilities, including those transitioning back into the workforce

Action 4. Supporting balanced parental leave participation

- Encourage greater participation of male employees in primary carer parental leave to support more balanced sharing of caring responsibilities
- Continue to provide employer-funded paid parental leave of:
 - 8 weeks for employees with at least 12 months' service with primary carer responsibilities
 - An additional 4 weeks for employees with more than 5 years' continuous service, who have primary carer responsibilities

Recognise unpaid parental leave as continuous service for the purpose of employment tenure, ensuring employees are not disadvantaged when unpaid leave is taken for caring responsibilities.

Introduce employer superannuation contributions during paid parental leave to support more equitable long-term remuneration outcomes.

6. Measurement and reporting

Crawford & Company (Australia) Pty Ltd will monitor progress against its targets through a consistent and transparent approach to measurement and reporting.

Progress will be assessed through:

- Annual WGEA submissions, tracking changes in workforce composition and gender pay gap metrics
- Promotion, hiring and attrition data, analysed by gender to monitor movement across key career stages

- Participation and outcomes from leadership and development programs, with a focus on progression into senior roles
- Uptake of parental leave, including primary carer leave participation across genders
- Employee engagement survey results, with a focus on trends across gender, career stages and employee experience

These measures will be reviewed regularly to assess the effectiveness of initiatives and inform any adjustments required to support sustained progress over time.

7. Risks and challenges acknowledged

We recognise that progress will occur within a competitive and evolving market:

- Strong external competition for senior female talent across the insurance and loss adjusting sectors, particularly as organisations respond to similar representation targets.
- Longstanding gender imbalance in claims management, loss adjusting, underwriting and risk functions, which have traditionally formed key pathways into senior leadership.
- Potential operational constraints in applying flexible working arrangements at the senior management level, given client expectations and the billable nature of many fee-earning roles.

Mitigation:

Crawford will continue to invest in internal pipeline development, strengthen succession planning, and consider leadership role design that supports broader participation. Flexible working arrangements will be applied where operationally feasible and supported with clear expectations for employees balancing work, caring responsibilities and career progression.

8. CEO/President commitment statement

Crawford & Company (Australia) Pty Ltd recognises that while female employees are strongly represented across our overall workforce, this representation is not yet reflected at the senior leadership level or across senior loss adjusting and technical professional roles. We are committed to addressing this imbalance through measurable targets, accountable leadership and practical actions that support a more balanced workforce over time.

We are also committed to reducing the gender pay gap by supporting employees who take parental leave and reducing the long-term remuneration impacts associated with caring responsibilities. Encouraging more balanced participation in primary carer parental leave will help support greater equity for employees and their families and contribute to more sustainable progress across our workforce.