



As CEO of Callidus, I'm proud to highlight the progress we've made in promoting gender equality within our organization. The release of gender pay gap information is very welcome and will serve as a valuable tool in driving meaningful change across our business in Australia, and across all our locations around the globe.

Our commitment to gender equality is reflected in the positive points outlined in our recent report. Notably, we've achieved a high percentage of female promotions relative to the overall female population, demonstrating our commitment to providing equal opportunities for advancement. Furthermore, our representation of women in Key Management Positions surpasses industry standards, indicating our proactive efforts to cultivate diverse leadership. I am particularly pleased that one third of our Executive Leadership Team are female. This gender diversity at the highest levels of leadership underscores our commitment to fostering an inclusive culture where diverse perspectives thrive. Two of our female staff members have made it to the final round of the Western Australian "Women in Resources Awards" in 2024, which is a great acknowledgment of their abilities. In addition, they will be showcased in the Western Australian newspaper on International Women's Day as part of their Inspire Inclusion feature, as Callidus employees!

It's especially gratifying to see the decrease in the gender pay disparity across most areas compared to industry standards. Our efforts have led to a decrease in both the average and median remuneration gaps. Specifically, the median base salary gap has reduced from 25.3% in 2021-22 to 14.7% in 2022-2023.

While we celebrate these achievements, it's important to acknowledge that there is still much work to be done. Gender gaps are often deeply entrenched in societal norms and systemic biases, requiring sustained effort to overcome. In our predominantly male-dominated industry, we're actively working to challenge these norms and create a level playing field for all employees.

As we continue our journey toward being an Employer of Choice, we remain steadfast in our commitment to merit-based recruitment practices. Gender is not a factor in our hiring decisions; instead, we prioritize attributes, skills, and experience to ensure we're placing the most suitable person in each role.

Our ongoing efforts reflect our commitment to creating a gender-equal environment where all employees receive fair treatment and opportunities for advancement. By fostering an inclusive workplace culture, we're not only driving positive change within our organization but also setting an example for our industry as a whole.

A handwritten signature in black ink, appearing to read "Ed Pepper", with a horizontal line underneath it.

Ed Pepper
CEO Callidus Group