



2025 Gender Pay Gap Employer Statement



CEO Foreword – John Carfi

At Ingenia, we are committed to building a workplace where people can succeed on merit and feel genuinely supported to grow their careers. Gender diversity is a fundamental part of this. It's not just about the numbers – it's about creating an environment where everyone has access to opportunities, development and fair recognition for the work they do.

This year's gender pay gap results reflect the strength of that commitment. We've continued to make progress, and while there is still work to do, we are heading in the right direction. Our focus remains on ensuring the structures, culture and leadership capability are in place to support long term equity and representation across all levels of the business.

Thank you to everyone who plays a role in driving this work – from our leaders to our frontline teams. Together, we'll keep building a more inclusive Ingenia, one where people can grow, contribute and thrive.

– John Carfi, Chief Executive Officer



84% of respondents to our 2025 employee survey agreed that “people from all backgrounds, have equal opportunities to succeed at Ingenia.”

Our Commitment to Gender Equality

At Ingenia, gender diversity is central to how we operate and how we lead. We're proud of the strong female representation across our ~1,300 person workforce, including at Board and Executive levels. We continue to build a culture where every team member – regardless of gender, age, cultural background, or ability – has equal opportunity to grow, develop, and thrive.

In our most recent employee survey, **84%** of team members agreed that “*people from all backgrounds have equal opportunities to succeed at Ingenia.*” This reinforces the impact of our inclusive culture.

We remain committed to the **Hesta 40:40 Vision** for gender balance in board and executive leadership by 2030 and hold ourselves accountable through transparent reporting and regular review of our progress.



OUR INAUGURAL WELLBEING PROGRAM, THE VITALITY PROJECT WHICH WAS BACKED BY SCIENCE AND ASSESSMENTS, SUPPORTED 44 OF OUR TEAM MEMBERS TO FOCUS ON THEIR PHYSICAL AND MENTAL HEALTH, ENSURING OUR PEOPLE CAN SHOW UP AS THEIR BEST SELVES AT WORK AND IN LIFE.

Understanding Our Gender Pay Gap

For the 2025 WGEA reporting period, Ingenia recorded:

1.2%

**MEDIAN GENDER
PAY GAP, AN
IMPROVEMENT
FROM 1.6%
LAST YEAR**

12.9%

**AVERAGE TOTAL
REMUNERATION GAP,
AN IMPROVEMENT
FROM 13.5%
LAST YEAR**

These positive movements reflect the discipline built into our remuneration framework and our continued investment in internal progression, job design and capability development.

Our overall gender pay gap remains influenced by our workforce composition:

- Women represent **66%** of our total workforce, including a higher proportion in hospitality and customer facing roles, which are typically lower paid nationally
- **47%** of our workforce is casual; women represent **70%** of this group
- Women currently hold **38%** of senior leadership roles, where earnings are higher.

The difference between our median and average outcomes reflects this representation mix rather than differences in pay for equal work.

Ensuring Fair and Equitable Pay

Fairness is embedded into every pay decision at Ingenia. Our approach includes:

- Merit based recruitment, promotion, and annual remuneration reviews
- Regular analysis of pay equity across all roles and levels
- Job design improvements and technology investment to expand career pathways
- Flexible work options that support participation and progression
- Strong governance and Board oversight of pay equity and diversity outcomes.

We are encouraged by the upward movement of women into higher paid roles, with 67% of promotions from non-manager to manager going to women and 55% of promotions going to women in the most recent period.



Our Focus Areas Going Forward

Guided by our Board endorsed Diversity & Inclusion Policy, we continue to implement initiatives that strengthen gender balance and equity across the business:



Our generous benefits such as **26 weeks of fully paid parental leave** and **12 months superannuation on parental leave** continue to support participation, retention and progression for women.



Our People: Stories of Growth

The careers of **Leonie Roseworn** and **Rebecca Carlow** highlight what is possible at Ingenia:



Leonie Roseworn

- Leonie progressed from Care Coordinator (2020) to **Head of Ingenia Gardens**, leading the Ingenia Gardens portfolio with responsibility for an operational P&L.



Rebecca Carlow

- Rebecca advanced from Project Sales Manager (2020) to **Sales Capability Lead**, developing capability and performance across our sales teams.

Their stories demonstrate our commitment to internal mobility and developing strong female leaders.

Looking Ahead

Ingenia remains committed to driving meaningful progress on gender equality and continuing to narrow the gender pay gap over time. With strong governance, ongoing investment in capability and a sustained focus on representation at all levels, we will continue building a workplace where everyone can thrive.

Further information on our progress can be found in our ESG reporting and on ingeniacommunities.com.au.