



JUST GROUP PLC

WOMEN IN FINANCE CHARTER

ANNUAL UPDATE – DECEMBER 2025



When we signed up to the Charter in 2018 we had 17.5% female representation at senior leadership levels and our target was 33% by end of December 2023. We met this original target and updated our target to 40% by the end of 2026. We believe we are on track to meet this updated target.

This target reflects our commitment to building a diverse leadership team and our belief that diversity of leadership is essential for our business success. We continue to invest significant effort and senior commitment into our updated target with concrete action plans and targets for each year and have made great strides on this in the last year.

Some examples of these actions are:

- We continue to invest in our talented women by participating in three mentoring programmes: the 30% Club Mission Include cross-company mentoring scheme, the Actuarial Mentoring Programme for qualified actuaries, and our internal reciprocal mentoring programme, all of which will give our female talent broad business experience, senior networks and support and challenge with their career progression.
- We are committed to balanced candidate shortlists in our hiring processes for all senior roles. We are also focused on identifying diverse marketing channels to reach more diverse applicants.
- We review all vacancies at senior levels to ensure that a diverse pool of both external and internal talent are being considered for these roles, identifying relevant opportunities for our female talent at Just.
- Our established Women's Network continues to encourage and support the career progression of women within Just Group plc with events, speakers and taking action towards change.

