





Workplace Gender Equality Agency

2026



At TSA Riley, building an equitable workplace is a core part of our strategy – not an initiative that sits alongside it. We are focused on ensuring our people have fair access to opportunity, development and progression at every stage of their careers.

Over the past year, we have made meaningful progress in advancing gender equity across the business. Our ‘Thrive’ Diversity, Equity and Inclusion strategy continues to guide our approach, focusing on equitable attraction, development and leadership representation.

Our latest WGEA results reflect this positive movement. We have seen a continued reduction in our gender pay gap, with significant improvement in the most recent reporting period. Importantly, we maintain pay parity across comparable roles, with no gender-based pay difference in like-for-like work.

We recognise that sustainable change requires ongoing effort. Increasing female representation in senior leadership and strengthening gender-balanced hiring outcomes remain key priorities as we continue to build a strong and diverse leadership pipeline.

We are committed to transparency and accountability. We will continue to report through WGEA, our Global Reporting Initiative commitments, and on our website — openly sharing our progress as we work toward a more equitable and inclusive future.

Dori Petrides
Chief People Officer



Gender Pay Gap

We are focused and committed to equalising our median pay and recognise that the work done to date must continue to be prioritised at the higher levels in our business. We recognise that more progress is required.

Key points

- **We have a median gender pay gap and we know why.**

There are fewer women than men in leadership positions. While there has been progress in senior teams, efforts must extend across all levels of the organisation. A greater balance of women and men at all levels is critical to reduce and eliminate this gap.

- **We have parity in comparable roles.**

We maintain pay parity across comparable roles and continue to focus on gender balance across the business, and in particular, in our senior leadership teams.

- **Further progress is required.**

The balance we commit to in our Diversity, Equity and Inclusion plan has been established to measure and communicate our progress.

Gender Pay Gap

We are focused and committed to equalising our median pay and recognise that the work done to date must continue to be prioritised at the higher levels in our business. We recognise that more progress is required.

Key points

- **We have a median gender pay gap – and we are actively addressing it.**

Our gender pay gap is driven by representation, particularly the proportion of men and women in senior leadership roles. We have made meaningful progress in strengthening female representation in senior teams, and we are continuing to build a sustainable pipeline across all levels of the organisation to further reduce the gap.

- **We maintain pay parity in comparable roles.**

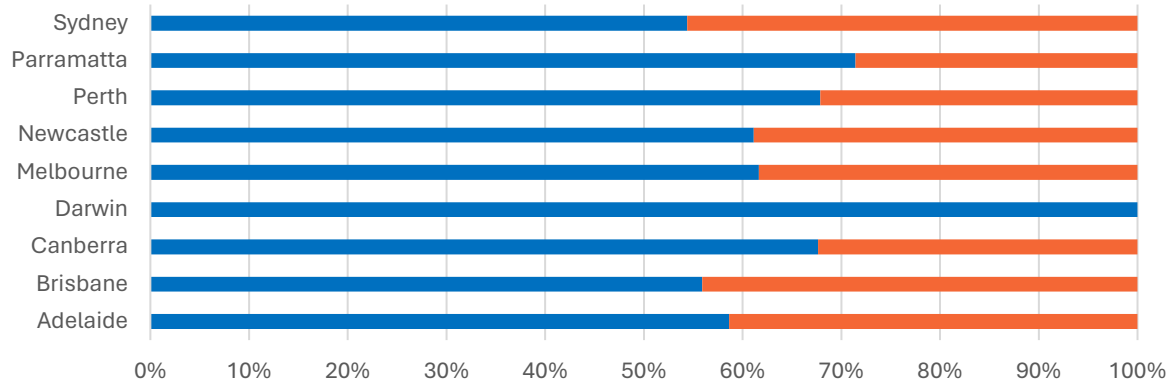
There is no gender-based pay difference for like-for-like work. Our remuneration frameworks are structured, benchmarked and reviewed to ensure equitable pay outcomes across comparable roles.

- **We are seeing positive momentum – and remain focused on what's next.**

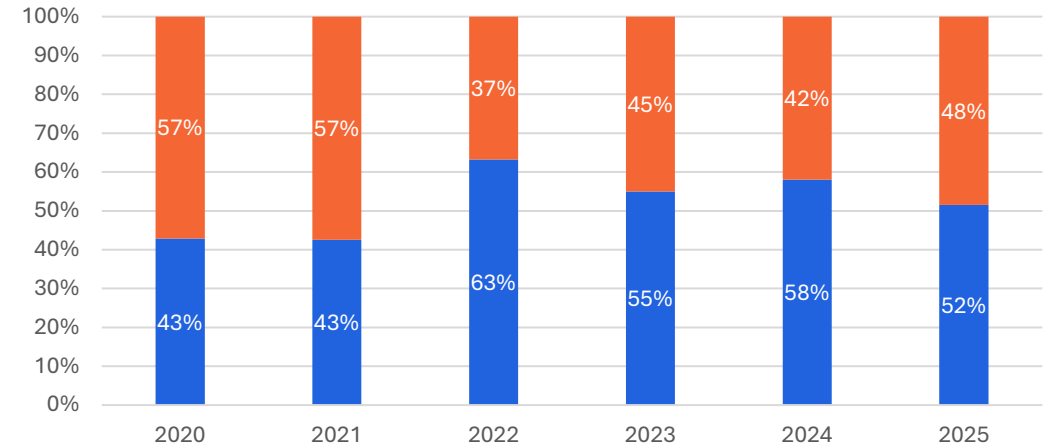
Our Diversity, Equity and Inclusion strategy sets clear targets and measures to track progress. Recent promotion and attraction outcomes demonstrate encouraging movement, and we remain committed to accelerating representation balance across leadership and the broader workforce.

Our Journey FY24-25

Gender by Region



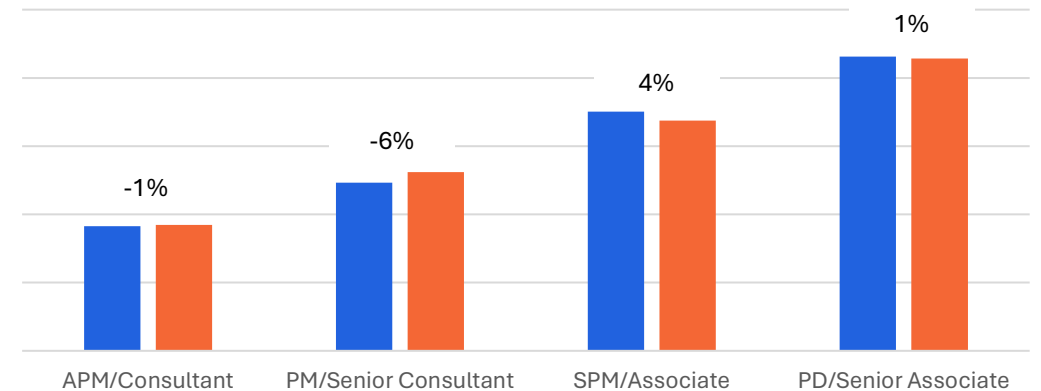
Australia - Promotions by Gender



Australia - average uplift on base salary in 2025 review



Australian average base salaries



TSA Riley Diversity, Equity & Inclusion program: **Thrive**

To create our culture of belonging, we apply the 4 pillars of our People Excellence Framework: **Connect**, Perform, **Grow**, and **Thrive**.

Each pillar includes targeted objectives designed to strengthen our commitment to diversity, equity and inclusion, and is underpinned by our core business values, which guide our approach.

Connect

We are committed to building a culture where every team member feels genuinely welcomed and valued. By fostering strong relationships across diverse backgrounds, we create a supportive environment that encourages collaboration and connection and attracts diverse people.

Grow

We provide a supportive framework for the growth and development of all our team members. By ensuring that diverse career pathways are accessible, we empower individuals to reach their full potential. Our environment nurtures continuous learning and progression for everyone.



Thrive

We cultivate an environment where our team members feel trusted, supported, and valued. By prioritising well-being and recognition, we enhance a sense of belonging and community, allowing everyone to thrive while celebrating our unique differences.

Perform

We create an environment where our shared purpose drives exceptional performance. By aligning our DEI goals with our performance metrics, we create a space where everyone feels empowered to take ownership and achieve their best work. Our culture is characterised by accountability and continuous feedback that supports inclusivity for all.