



TSA Riley

UK Gender Pay Gap

2024-25

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Gender Pay Gap UK

At TSA Riley, building an equitable workplace is embedded in 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.

Transparency matters to us. As part of that commitment, we publish our UK Gender Pay Gap results and are open about what the data shows, including where we need to improve.

Our 2024–25 results show a gender pay and bonus gap across our UK business. The primary driver of this gap is the under-representation of women in senior and leadership roles. While we maintain pay parity across comparable roles, this structural imbalance continues to influence our overall pay and bonus outcomes.

Addressing this imbalance remains a clear priority for us. Over the past year, through our Thrive strategy, we have strengthened inclusive recruitment and promotion practices, introduced clearer career pathways to support progression, invested in leadership development, and enhanced support for parents and carers.

While meaningful change takes time, early indicators are encouraging. Gender balance in recent hiring has improved, and female representation at senior leadership level continues to increase. We remain focused on building a stronger pipeline of diverse talent and creating the conditions for more women to progress into senior roles.

We know there is more to do, and we are committed to continuing this work with intention and accountability, openly sharing our progress as we work toward a more equitable and inclusive future.

“I confirm the gender pay gap data and narrative in our reporting is accurate.”

Dori Petrides
Chief People Officer



Understanding Our Gender Pay Gap

We are focused and committed on reducing our gender pay gap 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.

- **We have a gender pay gap, and we understand the drivers.**

There are fewer women than men in senior and higher-paid roles. While progress has been made within senior teams, improving balance across all levels of our business is essential to reducing the gap over time.

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

We maintain pay parity across comparable roles. Differences in pay are generally linked to experience, role scope, or progression, rather than gender. Our focus remains on improving gender balance across the business, particularly at senior levels.

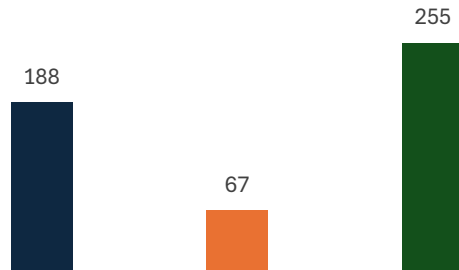
- **Further progress is required.**

Addressing the gender pay gap requires sustained focus over time. Our Diversity, Equity and Inclusion commitments provide a clear framework for measuring progress and holding ourselves accountable, with a focus on improving representation at senior levels.

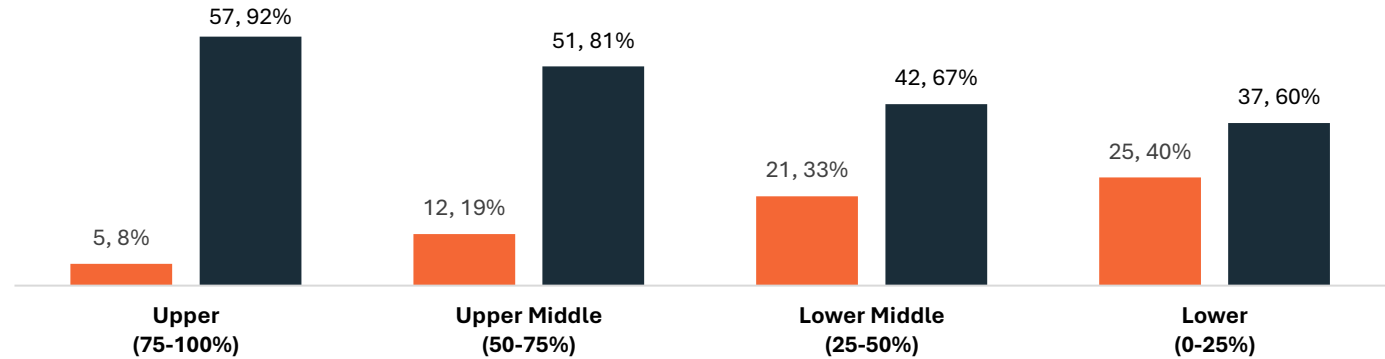
For further information or questions, please contact People & Culture at people@tsariley.uk

2024-25 Gender Pay Gap Results

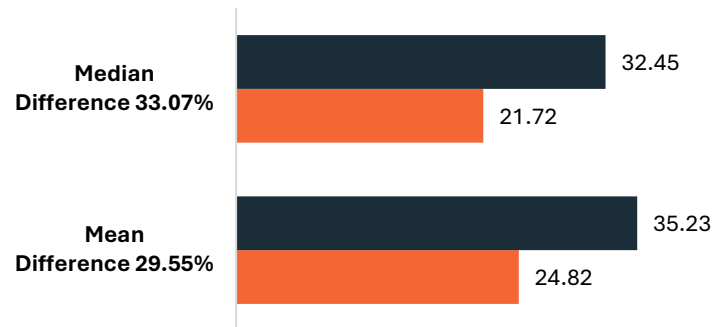
Total Employees



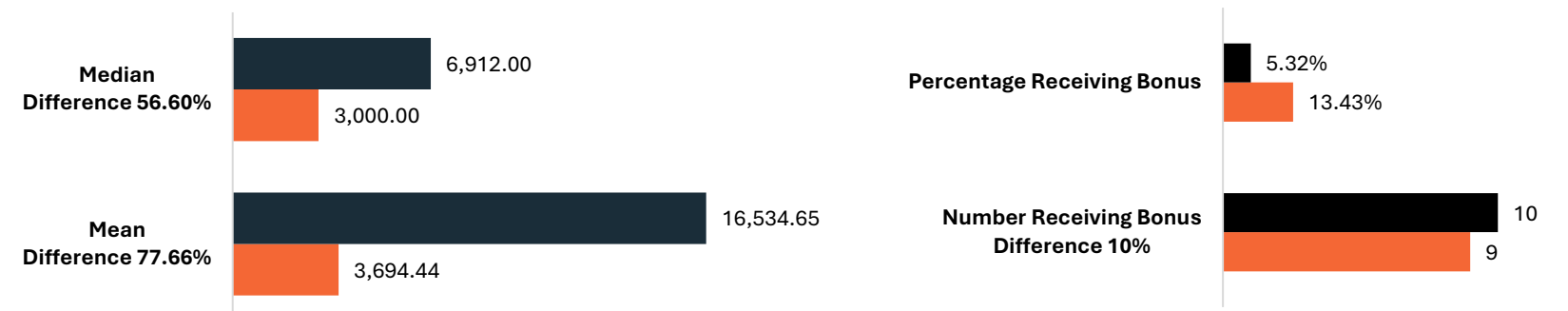
Pay Quartiles



Pay



Bonus



Legend:



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

Improving gender balance, particularly at senior levels, requires sustained focus on how we attract, develop, support, and progress our people over time.

Our Thrive (DEI) approach, embedded within TSA Riley's People Excellence Framework, provides the structure that supports this work across our business.

The People Excellence Framework brings together four pillars - **Connect, Perform, Grow, and Thrive** - each with clear objectives that help strengthen inclusion, fairness, and opportunity, and are underpinned by our core business values.



We win together,

collaborate openly, learn from each other and succeed as one global team.



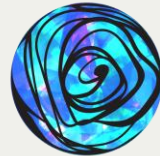
We own it, always,

act with integrity and take responsibility to deliver with purpose.



We focus on what matters,

striving for high standards to create meaningful, lasting and sustainable impact.



We are curious,

embrace agility and change, explore ideas, and turn our curiosity into progress.

Connect

We build a culture where people feel genuinely welcomed and valued. By fostering strong relationships across diverse backgrounds, we create an environment that supports collaboration, belonging, and the attraction of diverse people.

Thrive

We create 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 align our DEI goals with how we measure success. By embedding fairness, accountability, and inclusive leadership into performance expectations, we support strong outcomes for our people, our clients, and the business.

Grow

We support the development of our people through clear, diverse and accessible career pathways. By creating meaningful opportunities for learning, development, and progression, we enable more people to build capability and progress their career.

TSA Riley

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