

TSA Riley



Workplace Gender Equality Agency

2025

At TSA Riley, our people are at the heart of every decision we make. We are committed to fostering a workplace where everyone feels valued, supported, and empowered to succeed—bringing their whole self to work every day.

Our commitment to Diversity, Equity, and Inclusion (DEI) is not just words—it is action. We have worked closely with our people to develop and implement our **Thrive (DEI) Plan**, a clear and strategic roadmap to create a truly inclusive environment. As part of this, we are committed to closing the gender pay gap and are transparent about our progress.

Our latest WGEA results show a steady decline in our gender pay gap, demonstrating the impact of our efforts. We have achieved gender pay parity for comparable roles, with no difference based on gender. However, the data makes it clear—there is still work to do. Increasing the representation of women in senior leadership remains a top priority, and we continue to take steps to drive real change.

We are unwavering in our commitment to action. We will continue to challenge ourselves, reporting to WGEA, in our Global Reporting Initiative Commitments, and on www.tsariley.com, holding ourselves accountable by sharing our journey openly as we work toward a more equitable future.

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

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.**

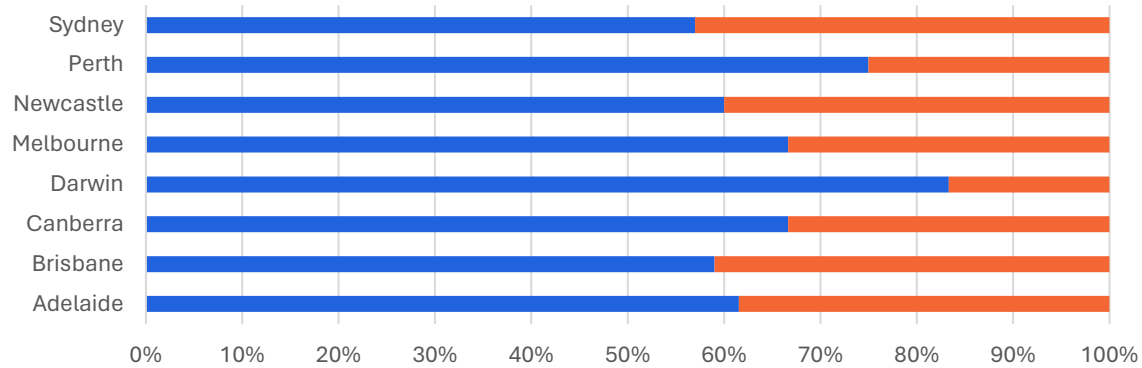
We maintain pay parity across comparable roles and continue to focus on gender balance across the business, and in particular, in our senior leadership teams.

- **Further progress is required.**

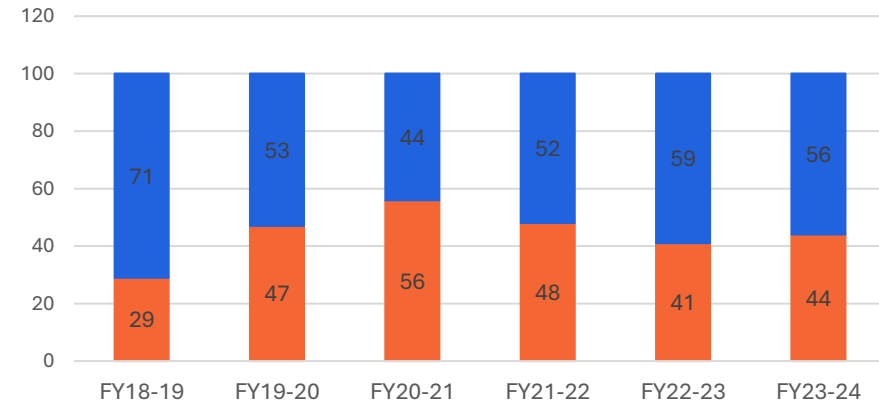
The balance we commit to in our Diversity, Equity and Inclusion plan has been established to measure and communicate our progress.

Our Journey FY23-24

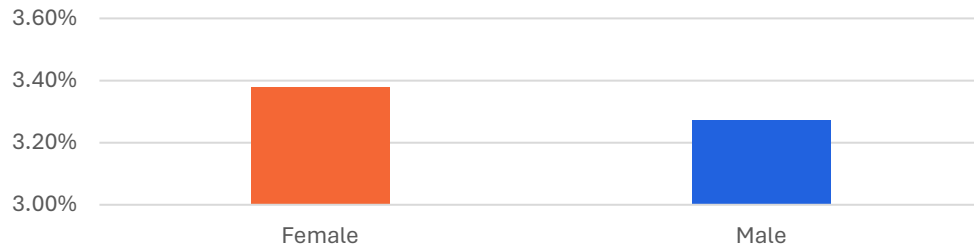
Gender by region



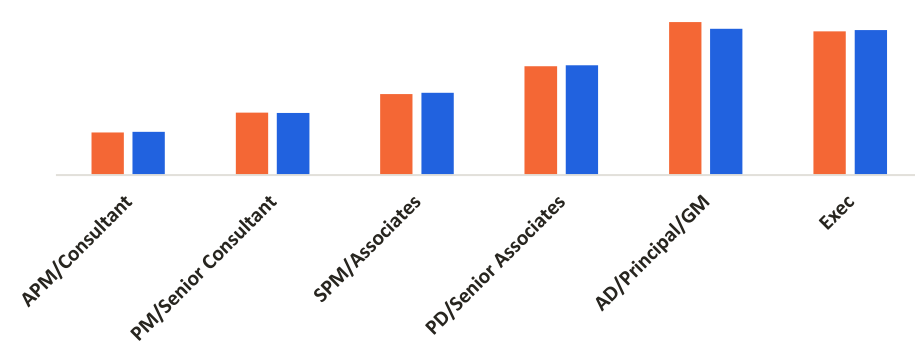
Promotions by Gender



Average uplift on base salary in 2024 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.