



TBH

project delivery experts

A photograph of three construction workers wearing white hard hats and high-visibility safety vests. One worker in the foreground is looking towards the right, while two others are in the background. The scene is outdoors, possibly at a construction site.

TBH'S COMMITMENT TO GENDER EQUITY

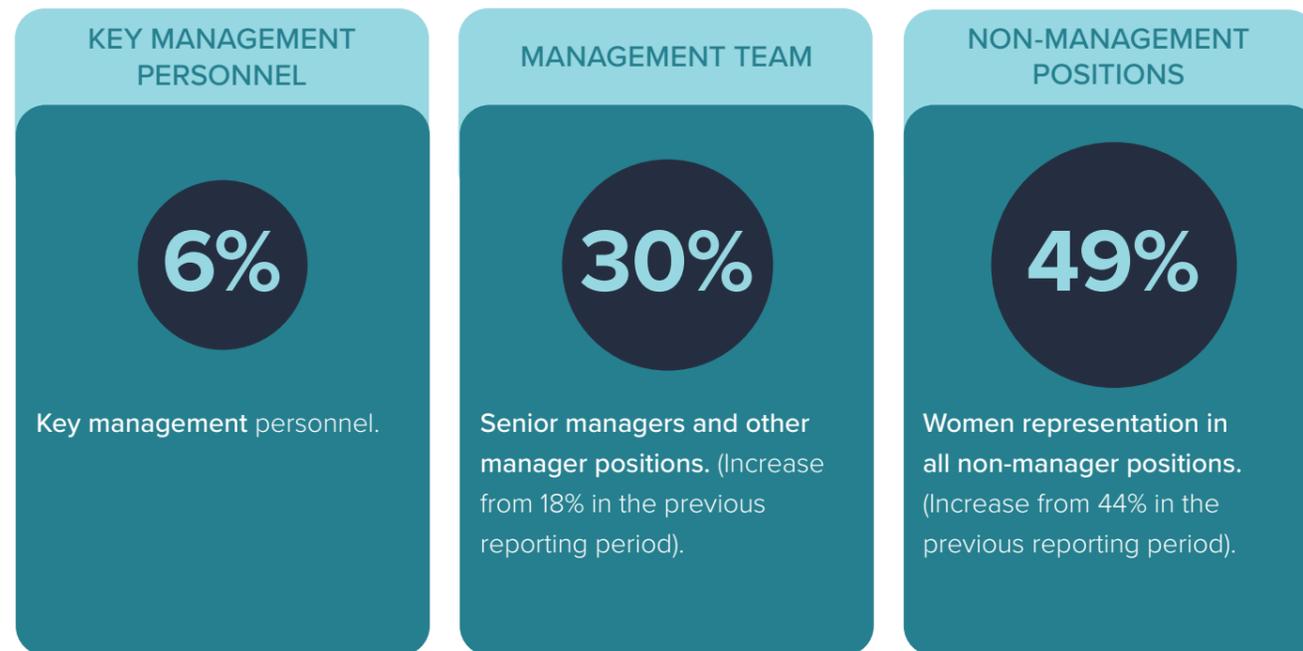
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Driven to provide solutions for a better tomorrow, TBH supports gender equity and welcomes the Workplace Gender Equality Agency’s (WGEA) publication of employer gender pay gap data. We believe that transparency is a crucial step towards necessary change. As a business that embraces and supports the diverse attributes of our people and communities, we are committed to fostering an inclusive and equitable work environment.

UNDERSTANDING THE GENDER PAY GAP AT TBH

TBH acknowledges the presence of a gender pay gap, primarily driven by the underrepresentation of women in senior and leadership positions.

At the time of reporting (31 March 2025), women at TBH Australia represented:



TBH acknowledges our gender pay gap cannot be meaningfully reduced until we sustainably increase the number of women in all positions in our business. We are pleased to see progress in building our pipeline of female talent, having now established a near equal gender split in our early career levels, including gender parity for our 2025 graduate cohort. In 2025, we also had equal rates of promotion for both men and women in our organisation.

OUR STRATEGY FOR CHANGE

Our 2030 strategy is a commitment to reducing the gender representation gap in our leadership team, aiming for women to represent 30% of our leadership. To guide our efforts, we have formalised our gender pay gap action plan, which focuses on:

- 1. Talent, Resourcing, and Employee Value Proposition:**
 Strengthening our recruitment practices and designing programs to attract and retain top talent, with accessible and flexible employment options for all employees.
- 2. Culture:**
 Embedding a company-wide culture program that supports a diverse and inclusive organisation.
- 3. Performance, Reward, and Recognition:**
 Implementing a new performance review process with a greater link to goals and targets to increase equity and fairness.
- 4. Leadership Development and Talent Management:**
 Delivering leadership programs for all employees, with specific programs for women to establish our next generation of leadership.
- 5. Partnerships:**
 TBH has been a WORK180 endorsed employer since 2022. We work in partnership with WORK180 to ensure our business practices and policies foster an inclusive environment, supporting our efforts to attract more women to our business.

LOOKING AHEAD: DELIVERING TBH'S DIVERSITY, EQUITY & INCLUSION (DEI) STRATEGY

TBH Global is focused on achieving our targets for representation of women across all locations and help women to develop long-term careers with us through:

EMPLOYMENT

Hiring more women in senior positions.

30% by 2030

DIVERSITY

Continuing current gender diversity targets for TBH overall.

40% by 2030

PROCEDURES

Reviewing and improving current policies and processes e.g. parental leave, flexible working and recruitment. Regular reporting to senior leaders on gender balance within TBH.



REMUNERATION

Continuing to complete annual internal compensation reviews. The pay gap for like-for-like roles at TBH is within a range acceptable to WGEA.



TRAINING & EDUCATION

DEI specific education modules have been rolled out to all TBH employees.

CAREER DEVELOPMENT

Continuing to develop and retain current female employees to reach senior levels. In 2025 we implemented a new dedicated Women in Leadership Program.



OUR PEOPLE: THE STRONGEST ASSET

At TBH, we acknowledge that our employees are our most valuable asset in fulfilling our mission of delivering solutions for a better future. By cultivating a positive and inclusive work environment, fostering workforce engagement, and ingraining our TBH culture and values, we strive to provide opportunities for our employees to connect, build relationships, and progress in their careers.



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