

WGEA Gender Pay Gap Reporting: Bartier Perry Statement

February 2026

Across our early-career and mid-career legal roles, our workforce reflects the gender balance emerging across the legal profession. Our improvement is the result of gender equity pipeline policies and strategies put in place at the firm a number of years ago.

Our ongoing focus now is ensuring this representation is carried through to senior levels to achieve Bartier Perry's 40-40-20 partnership aspiration.

Retention plays a key part in that approach with 2025 retention rates for senior female staff tracking at 90%.

Other gender equity initiatives over the latest reporting period include:

- 100% of lateral hires were female and 50% of Partner promotions were female over the current strategic period
- Setting senior leadership gender targets for both non-legal and legal roles
- Conducting annual like for like analysis of pay, which indicates we are paying women and men equally and competitively in like for like roles
- Training leaders on actions to enhance gender equality and address unconscious bias
- Providing structured coaching, mentoring and sponsorship programs to support our women talent into leadership
- Salary benchmarking at recruitment and annually during remuneration reviews to ensure market competitiveness and pay equity in like for like roles. This also helps to remove subjective factors that can contribute to a gender pay gap
- Supporting female law students through Western Sydney University Scholarship programs
- Supporting staff returning from extended leave (eg parental leave) through our Return-to-Work Program
- Successfully achieving a balanced 50:50 gender ratio among our Practice Heads and 42% of our salaried partners are female
- Quarterly targeted events providing a welcoming and secure setting for senior women to connect and network
- Launching our first graduate recruitment program with (50% F & 50% M)
- Providing 100% of our staff with access to flexible work arrangements
- Establishing policies to support gender diversity. These include our 20-week gender neutral parental leave policy (with flexibility to take leave over 24 months and paid

superannuation), family and domestic violence policy as well as our diversity, equity & inclusion policy

- Launching a parent network to support working parents, soon-to-be parents and anyone interested in learning more about balancing work and family life
- Undertaking Family Friendly Workplace Certification

Creating a workplace where women and men have equal access to opportunity remains a central priority at Bartier Perry. Transparency plays an important role in this, which is why we welcome the insight provided through the WGEA Gender Pay Gap reporting process. It gives us a clear view of where we are making progress and where further effort is required.

Together with our Board, shareholders and partners, I remain focused on driving the changes required to improve equity across the firm. Closing the gender pay gap is a fundamental step toward maintaining a fair and resilient firm.

Riana Steyn

CEO – Bartier Perry