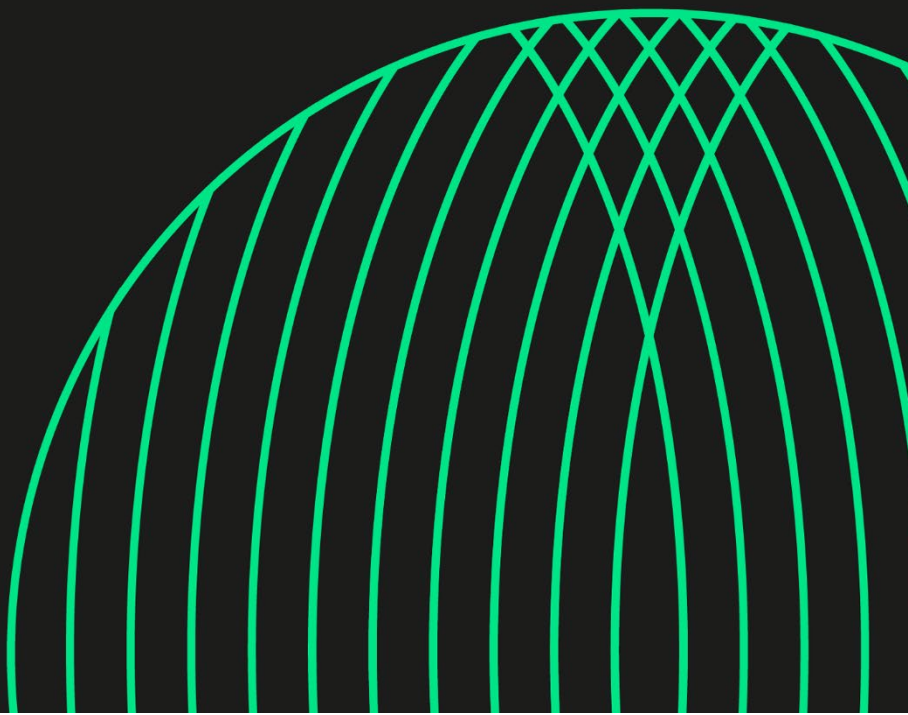


hh global®

HH Global

Gender Pay Gap Report 2022

March 2023



Our commitment to equality, diversity and inclusion

At HH Global we foster a culture where all individual differences and diversity are encouraged. We champion equal rights and opportunities for everyone and take a clear stance on all forms of discrimination.

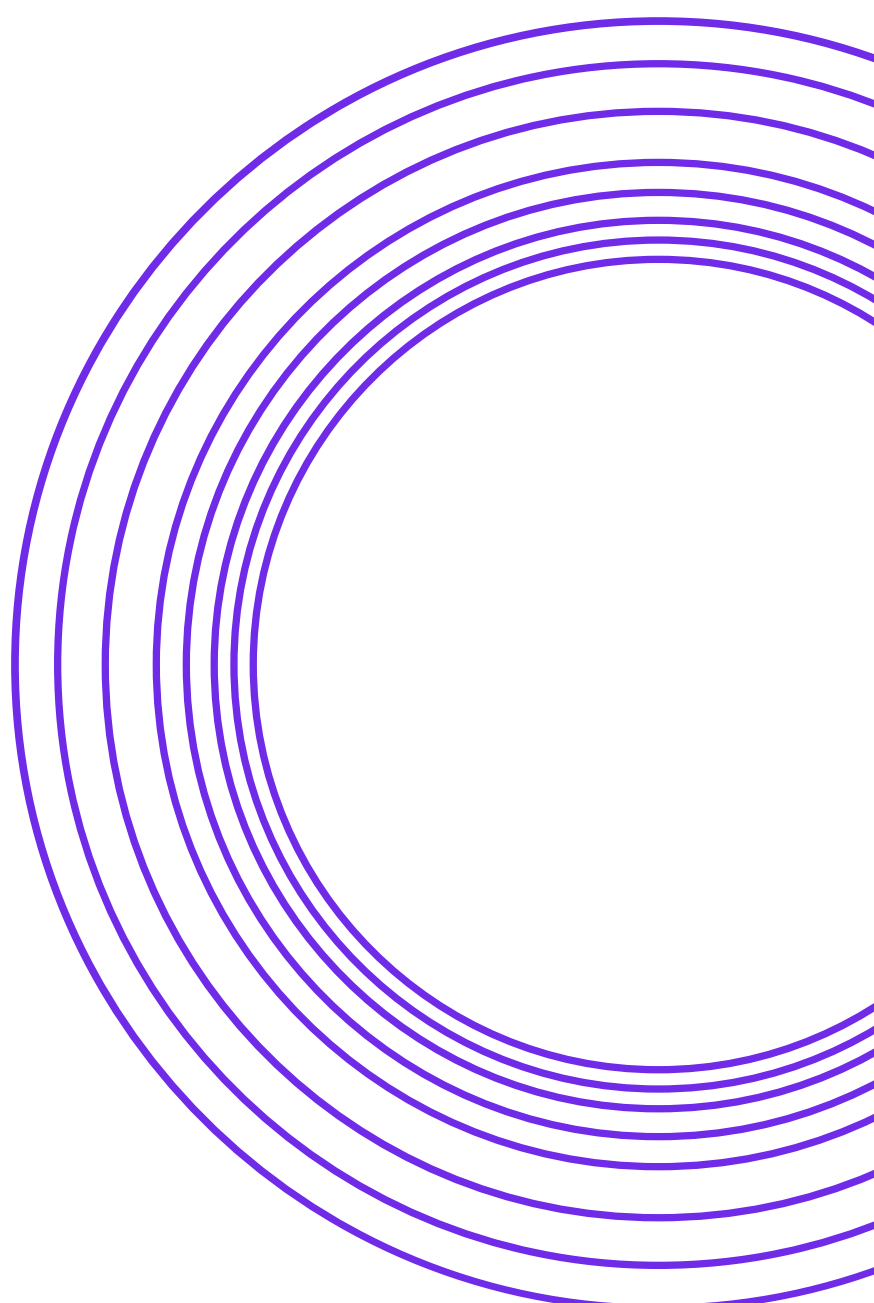
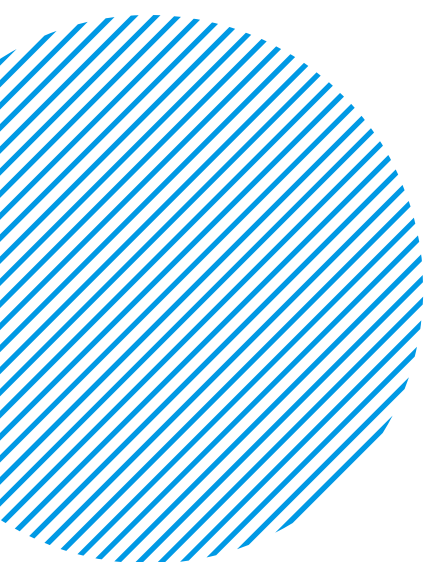
Our commitment to employees is the assurance of fair treatment and reward, irrespective of gender. We do not discriminate unlawfully and are free from bias, ensuring equal pay for equal value.



Nadia Pelekanos

Regional CEO - EMEA

March 2023



What is gender pay gap reporting?

UK employers with more than 250 employees are required to publish their gender pay gap on a snapshot date of 5 April each year. This shows how large the pay gap may be between the mean and median pay of their male and female employees.

The following statement shows the gender pay gap and bonus gap at HH Global at the “snapshot date” of 5 April 2022 (for pay) and in the 12 months reference period to 5 April 2022 (for bonus).

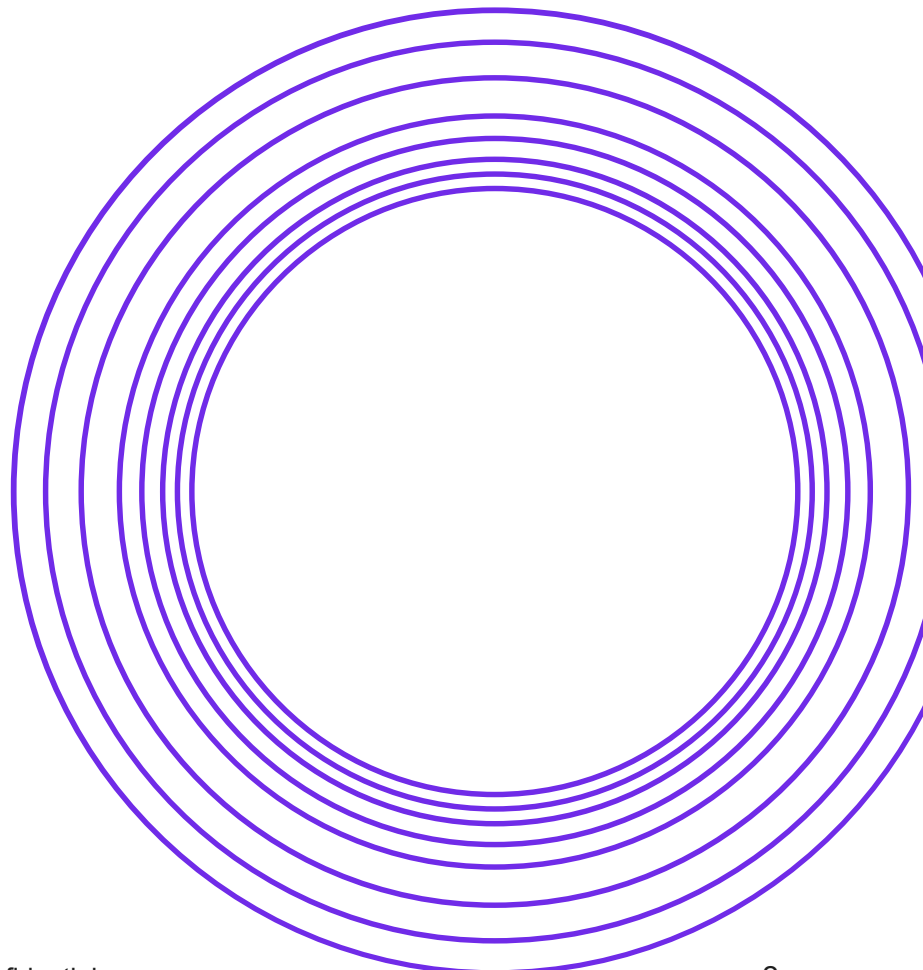
How is this different from equal pay?

Equal pay requires that men and women, who carry out the same or similar jobs or work of equal value, are paid the same. It is unlawful to pay people unequally because they are a man or a woman.

HH Global – reporting companies

To comply with the Gender Pay Gap reporting requirements, we have conducted the analysis of our gender pay gap by relevant UK legal entity. This report includes the following UK companies within the HH Global group that have 250 or more employees as at 5 April 2022:

- HH Associates Limited
- Adare International UK Limited



HH Global Gender Hourly Pay Gap

The gender hourly pay gap calculations are based on 'ordinary pay' which includes: basic pay, allowances and pay for leave. It does, however, exclude: overtime pay, out-of-pocket expenses and any interest-free loans (e.g. season ticket loans).

HH Global gender hourly pay gap - mean and median

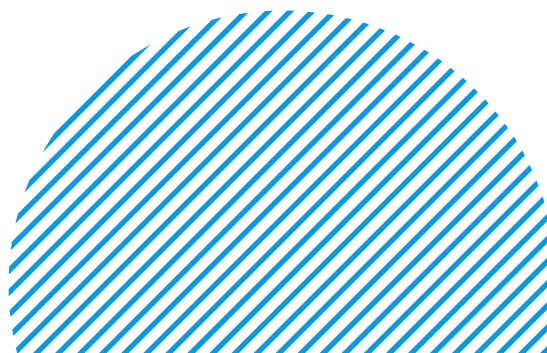
The HH Global mean and median hourly pay gaps are set out below. The hourly pay gap is based on a snapshot date of 5 April 2022 and is based on all relevant employees, including those working under a Service Agreement e.g. the HH Global, Global Board of Directors/Shareholders, based in the UK.

As a comparison, we have also set out the HH Global mean and median hourly pay gap, excluding those working under a Service Agreement e.g. the HH Global, Global Board of Directors/Shareholders, based in the UK. We believe that this gives a more representative figure of the hourly pay gap at HH Global.

The mean gender hourly pay gap		The median gender hourly pay gap	
HH Associates Ltd	21.1%	HH Associates Ltd	13.2%
HH Associates Ltd (excl Global Board or Shareholders)	17.6%	HH Associate Ltd (excl Global Board or Shareholders)	12.8%
Adare International UK Ltd	15.1%	Adare International UK Ltd	9.1%

Summary of HH Global gender hourly pay gap - mean and median

- The mean and median gender pay gap has decreased year on year.
- For comparison, we have also shown this calculation without the HH Global, Global Board/Shareholders



HH Global - Gender Bonus Pay Gap

The proportion of employees who received a bonus (split by gender) in the 12 months to the snapshot date (5 April 2022) is set out below.

		Total	Received a bonus	Did not receive a bonus	Received a bonus %	Did not receive a bonus %
HH Associates Ltd	Males	181	79	102	43%	57%
HH Associates Ltd	Females	197	103	94	49%	51%
Adare International UK Ltd	Males	111	18	93	16%	84%
Adare International UK Ltd	Females	136	24	112	18%	82%

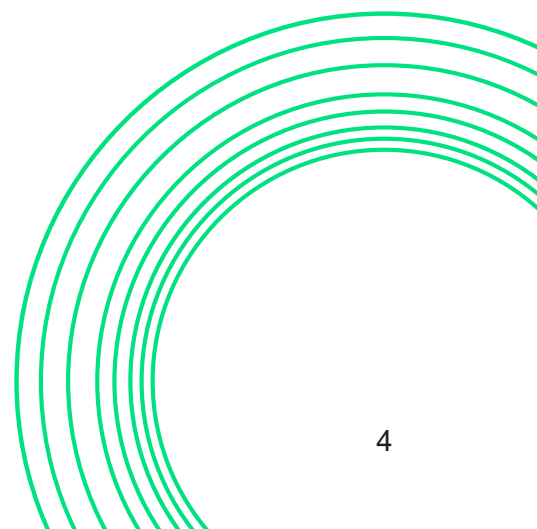
HH Global gender bonus pay gap - mean and median

The below table sets the mean and median bonus pay gap for the 12 months to the snapshot date (5 April 2022).

	Mean gender bonus pay gap	Median gender bonus pay gap
HH Associates Ltd	62.4%	32.2%
HH Associates Ltd (excl Global Board/ Shareholders)	53.4%	36.4%
Adare International	38.3%	31.9%

Summary of bonus gender pay gap

- Although there are more females than males receiving a bonus, the results show that males are paid a higher bonus than females for both entities.



HH Global Demographics

Number of Male and Female employees

The gender split across HH Global UK is set out below. HH Global has a higher female population overall in HH Global UK for 2022 .

	Males	Females
HH Associates Ltd	181	197
Adare International UK Ltd	111	136

Salary quartiles

The following table shows the gender distribution across HH Global by salary quartile.

	HH Associates Ltd		Adare International Ltd	
	Females	Males	Females	Males
Upper quartile	43%	57%	46%	54%
Upper middle quartile	47%	53%	52%	48%
Lower middle quartile	51%	49%	61%	39%
Lower quartile	68%	32%	61%	39%

Summary of salary quartiles

The number of females in the upper and upper middle quartiles has increased over the past four years.

Over the last 15 years, more women have entered the industry, as it moves to a more inclusive environment. We envisage, over time, that females who have entered the industry during this period will develop their industry experience and skills, thus making them as suitable as males for senior positions. This will result in closing the gender pay gap as it stands today.

How are we moving towards a zero gender pay gap

- We are proud that our EMEA Leadership Team now has a 47% representation of females based in the UK and 57% representation of females in total.
- The group of UK direct reports into the EMEA Leadership Team is a population of 119. This population is made up of 50% females.
- With this platform to build on, we will continue to actively support our female employees to succeed and grow into senior positions across the business
- We will continue to apply best practice as part of our hiring processes, thus shortlisting a diverse set of candidates in all roles

