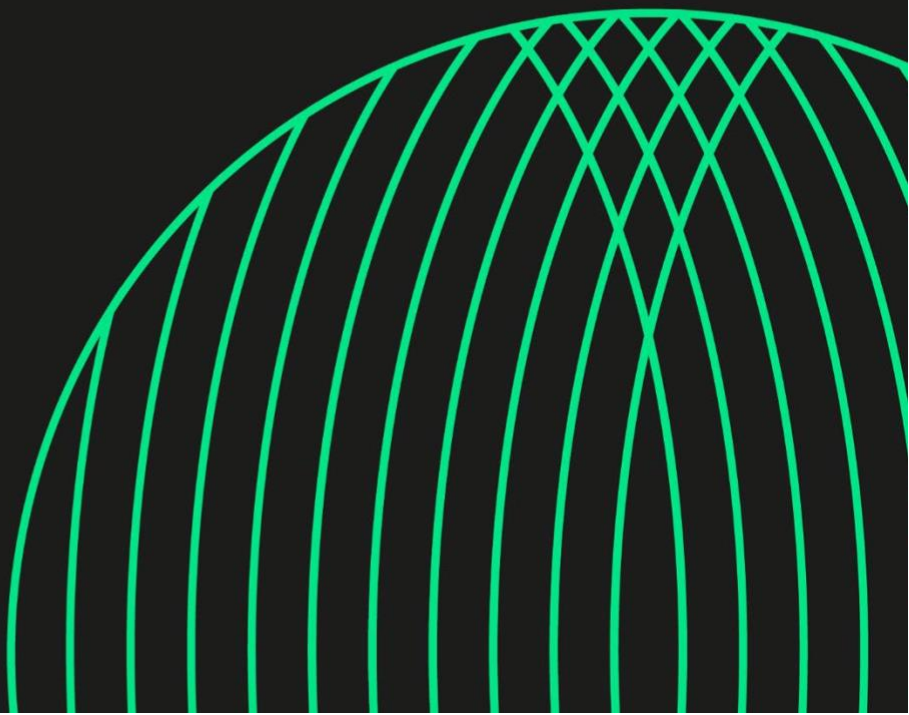


hh global®

HH Global

Gender Pay Gap Report 2025

April 2026



Our commitment to equality, diversity and inclusion

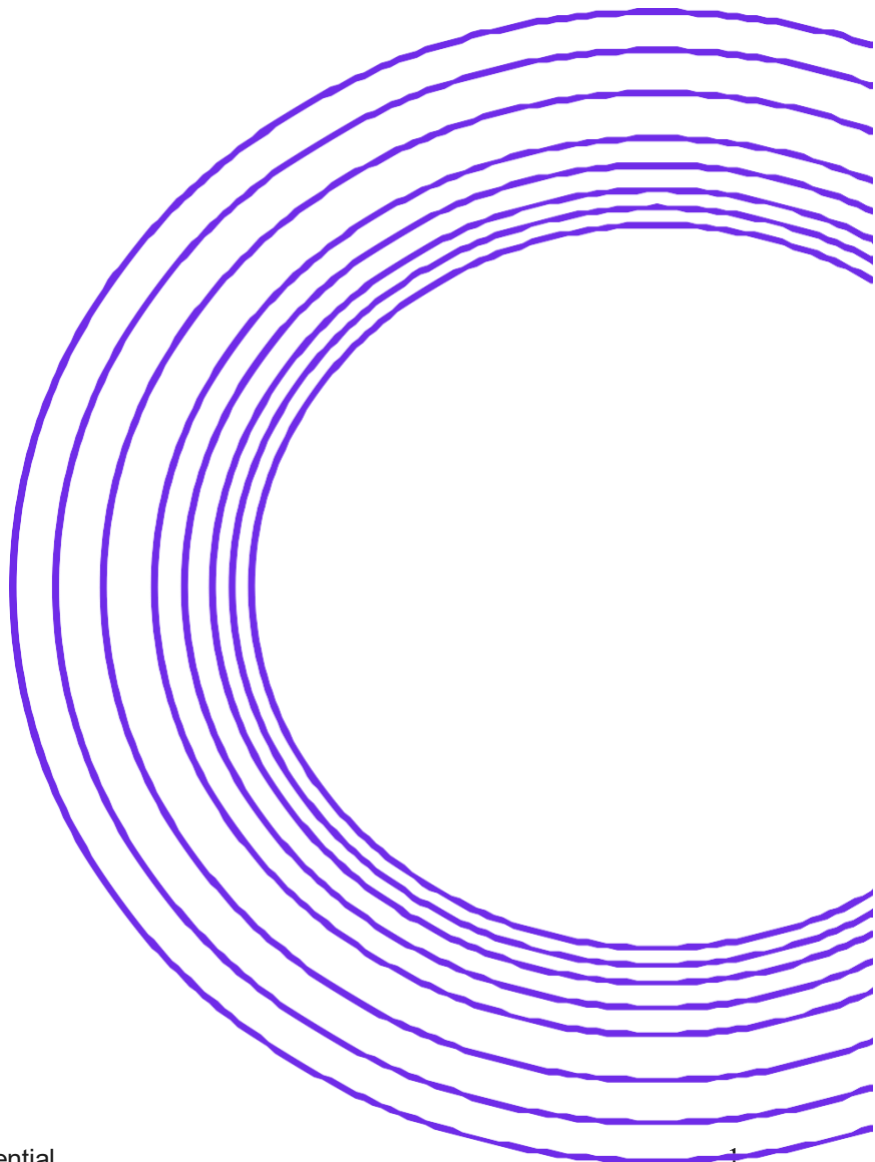
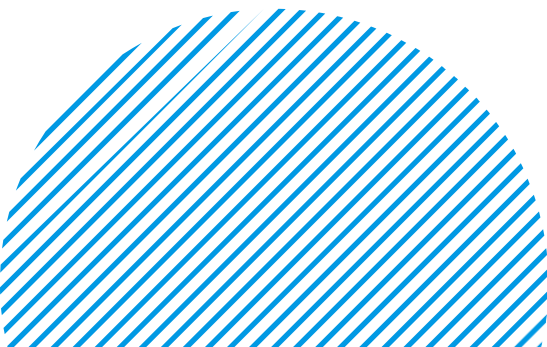
At HH Global, we foster a culture where individual differences and diversity are valued and encouraged. We champion equal rights, equal opportunities and an inclusive workplace where every colleague can thrive. We maintain a zero-tolerance approach to discrimination and are committed to creating an environment built on fairness, respect and belonging.

Our commitment to our people includes ensuring fair and equitable reward practices, irrespective of gender or any other protected characteristic. We are committed to equal pay for equal work and work of equal value, supported by transparent reward practices, objective decision-making and continuous review to help reduce our Gender Pay Gap over time.

David Glagoff

**Chief Human
Resources Officer
Interim**

April 2026



What is gender pay gap reporting?

UK employers with 250 or more employees are required to publish Gender Pay Gap information each year using a statutory snapshot date of 5 April. The report provides transparency on the difference in average earnings between men and women across an organization and supports a greater understanding of workforce representation.

Gender Pay Gap reporting measures the mean (average) and median (middle) hourly pay of male and female employees, together with bonus pay and the gender distribution across four pay quartiles. These measures help organizations identify trends and opportunities to improve representation over time.

This report presents HH Global Limited's Gender Pay Gap results based on the statutory snapshot date of 5 April 2025 and the 12-month bonus reference period ending 5 April 2025.

Gender Pay Gap vs Equal Pay

The Gender Pay Gap measures the difference in average earnings between all men and women across the organization, regardless of role or level. It reflects workforce composition and representation rather than differences in pay for the same job.

Equal Pay

Equal Pay is a legal requirement under the Equality Act 2010. It means that men and women performing the same work, similar work, or work of equal value must receive equal pay and contractual terms.

A Gender Pay Gap does not mean that men and women are paid differently for performing the same role. Instead, it often reflects the representation of men and women across different levels, functions and occupations within an organization.

HH Global – reporting companies

This report presents the statutory Gender Pay Gap results for HH Global Limited, in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

The results are based on employees included within the UK statutory reporting requirements as of 5 April 2025 and have been prepared using the methodology prescribed by the UK Government.

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

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 2025 and is based on all relevant employees, including those working under a Service Agreement, 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, 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	16.90%	HH Associates Ltd	13.83%
HH Associates Ltd (excl Global Board or Shareholders)	15.81%	HH Associate Ltd (excl Global Board or Shareholders)	13.85%

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

- The mean and median gender pay gap has decreased year by 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 2025) is set out below.

		Total	Received a receive a bonus	Did not receive a bonus %	Received a bonus	Did not bonus %
HH Associates Ltd	Males	481	372	109	77.34%	22.66%
HH Associates Ltd	Females	499	381	118	76.35%	23.65%

HH Global gender bonus pay gap - mean and median

The table below sets the mean and median bonus pay gap for the 12 months to the snapshot date (5 April 2025).

	Mean gender bonus pay gap	Median gender bonus pay gap
HH Associates Ltd	17.63%	17.37%
HH Associates Ltd (excl Global Board/ Shareholders)	19.62%	17.38%

Summary of the gender pay gap

- For HH Associates, although there are more females than males receiving a bonus, the results show that males are paid a higher bonus than females

Number of Male and Female employees

As at the statutory snapshot date of 5 April 2025, HH Global Limited employed 980 relevant employees in the UK, comprising 499 women (50.9%) and 481 men (49.1%). This reflects a broadly balanced workforce, with women representing a slight majority of employees.

	Males	Females
HH Associates Ltd	481	499

Salary quartiles

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

	HH Associates Ltd	
	Females	Males
Upper quartile	43.6%	56.4%
Upper middle quartile	41.5%	58.5%
Lower middle quartile	55.3%	44.7%
Lower quartile	58.7%	41.4%

Summary of salary quartiles

Women continue to represent the majority of employees in the lower two pay quartiles and now account for 43.6% of employees in the upper pay quartile. Compared with the previous reporting year, the distribution remains broadly stable, reflecting continued progress in increasing female representation across higher-paid roles while maintaining a balanced workforce overall.

HH Global remains committed to attracting, developing and retaining diverse talent and to ensuring equal opportunities for career progression at every level of the organization.

How are we moving towards a zero gender pay gap.

At HH Global, we recognise that reducing the Gender Pay Gap is an ongoing journey that requires sustained commitment, transparent decision-making and equitable opportunities for all employees.

While the Gender Pay Gap reflects workforce composition rather than unequal pay, we continue to strengthen our people practices supporting more balanced representation across all levels of the organisation.

Our focus remains on creating an inclusive workplace where talent is recognised, developed and rewarded fairly, regardless of gender.

Through transparent reward practices, equitable career opportunities and inclusive leadership, HH Global will continue working to reduce its Gender Pay Gap and foster an environment where everyone has the opportunity to succeed.

