

NORTH HIGHLAND UK GENDER PAY RESULTS FOR 2024

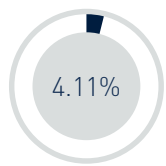
1. OVERVIEW OF OUR 2024 GENDER PAY GAP RESULTS

Providing context and key insights from this year's analysis

SNAPSHOT SUMMARY

North Highland is committed to fair pay and access to career opportunities for all of our team members, and we continue to make deliberate efforts to reduce our Gender Pay Gap in our UK-based workforce. This year's report presents the results as of 5 April 2024, reflecting all permanent full-time and part-time UK-based employees. The data is compliant with UK Government Gender Pay Gap reporting regulations and reflects the population as of the snapshot date.

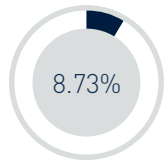
KEY HIGHLIGHTS FROM THE 2024 RESULTS



Median Hourly Gender Pay Gap

1. MEDIAN AND MEAN HOURLY PAY GAPS

The median hourly gender pay gap increased from -1.16% in 2023 to 4.11% in 2024, aligning with the Office for National Statistics' UK median of 7.0%.



Mean Hourly Gender Pay Gap

The mean hourly pay gap increased from 5.28% in 2023 to 8.73% in 2024.

Despite the year-on-year rise, both figures remain below 2022 levels (median: 4.87%, mean: 13.67%).



Median Bonus Pay Gap

2. BONUS PAY GAP

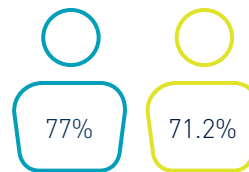
The median bonus pay gap increased from 0.81% to 10.13%, influenced by increased female representation in bonus-eligible roles at mid-levels.



Mean Bonus Pay Gap

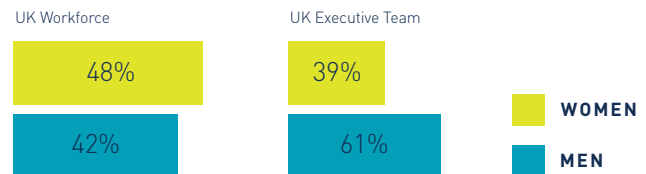
The mean bonus pay gap reduced significantly from 41.21% in 2023 to 11.03% in 2024.

3. BONUS RECEIVERSHIP



77.0% of men and 71.2% of women in our bonus eligible job levels, received a bonus in 2024, compared to 89.7% of men and 88.7% of women in 2023.

4. GENDER REPRESENTATION (AS OF THE SNAPSHOT DATE)



The overall gender balance across our UK business remained strong, with women representing 48% of our total UK workforce.

Women made up 39% of our UK Executive Team.

Across key promotion cycles, women represented a higher share of promotions, particularly in Management Consulting.

2. UNDERSTANDING THE DRIVERS BEHIND OUR PAY GAPS

A closer look at the underlying factors shaping our gender pay gap outcomes



HOURLY PAY GAP: INTERPRETING THE CHANGE

While our 2024 hourly pay gap increased compared to 2023, the underlying shifts reflect structural movement in our population. In particular, our largest population group—**Management Consulting**—saw a significant redistribution of team members across job levels due to active promotion and progression efforts.

Although women were promoted at a higher rate—particularly from Consultant to Senior Consultant—many are still early in their new roles, while more men continue to occupy longer-tenured/higher-paid positions. This shift contributed to a broader hourly pay gap due to distribution changes within levels.

Our Global Services population increased from 29 to 37 employees, driven by a 66.7% increase in the number of women—from 15 to 25—marking a significant shift in gender representation in this area of the business. Meanwhile, the **Delivery Consulting** population decreased in size by 16.9%, with notable reduction in the male population size (19.7% reduction) than female (12.5% reduction).



REPRESENTATION AND CAREER PROGRESSION TRENDS

This year, we continued to promote and develop women across job levels.

- Women made up 66% of promotions to Senior Consultant in Management Consulting.
- The female Senior Consultant population grew by 73.3% between 2023 and 2024.
- We are also seeing more balanced representation at Manager, Expert Practitioner and Principal levels.

These developments reflect the firm's deliberate efforts to improve long-term gender balance, even though changes in population size and structure are expected to change from year to year and may create short-term statistical fluctuations in reporting.



BONUS PAY GAP: PROGRESS AND REMAINING GAPS

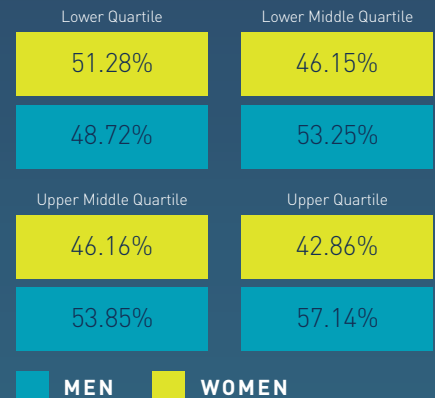
We saw a substantial improvement in the **mean bonus pay gap**, which dropped from 41.21% to **11.03%**, the lowest it's been in recent years. This improvement is largely due to more women being promoted into bonus-eligible roles and a more balanced bonus distribution overall.

The **median bonus pay gap**, however, increased to **10.13%**, driven by more women entering bonus-eligible roles at entry levels, such as Senior Consultant. These team members are new to the bonus structure and job level and may initially be at the lower end of the eligible pay range, which can slightly skew the median.

Overall, these shifts reflect the natural outcomes of progressing more women into bonus-eligible roles and will drive longer-term pay equity as these team members advance in their careers.

QUARTILE DISTRIBUTION: GENDER REPRESENTATION ACROSS THE FIRM IN THE UK

The gender distribution across hourly pay quartiles remained fairly balanced:



This marks a positive shift compared to previous years, indicating growing representation of women at all levels of the business.

POPULATION SHIFTS AND STRUCTURAL INFLUENCES

Our mean hourly pay gap has also been impacted by the addition of one more male Managing Director—the highest paid role in the firm. Given the relatively small size of our population, this change has a significant influence on the overall mean. To put it simply: one highly paid outlier can meaningfully skew the average in a small dataset.

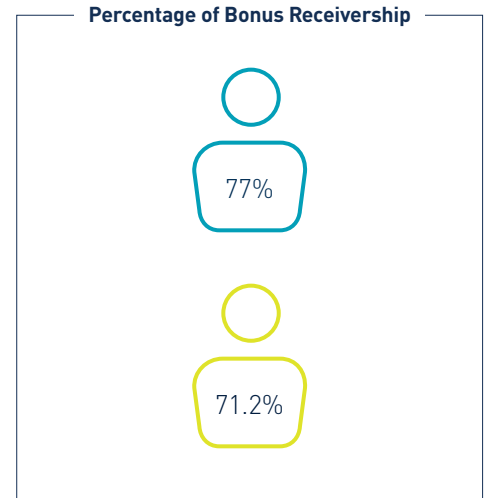
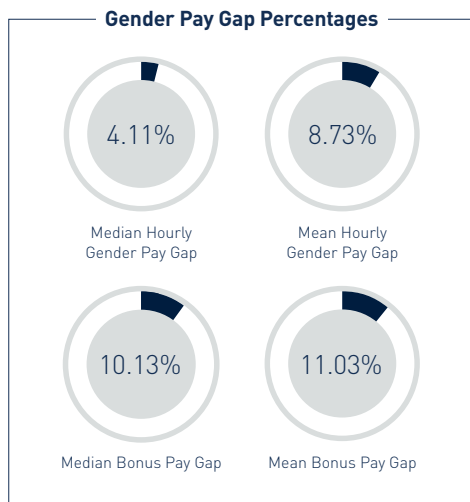
SUMMARY OF FINDINGS

- We continue to see positive shifts in gender representation across levels.
- We've made notable progress in reducing the **mean bonus pay gap** and maintaining a strong female promotions pipeline.
- Slight increases in our hourly and median bonus pay gaps are linked to population growth in early-stage bonus-eligible roles and high-earning outliers.
- Continued structural changes and promotion equity efforts are supporting long-term improvement in gender pay parity.

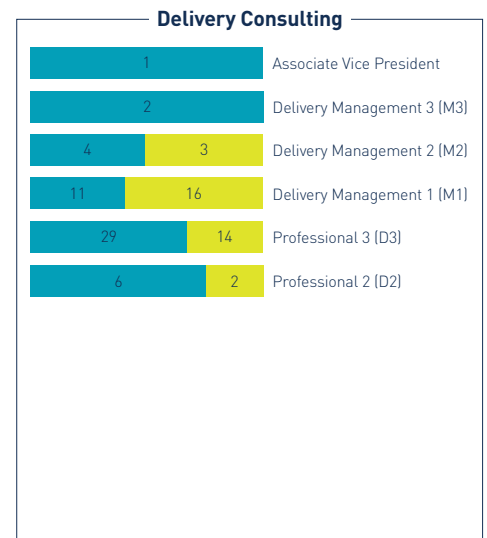
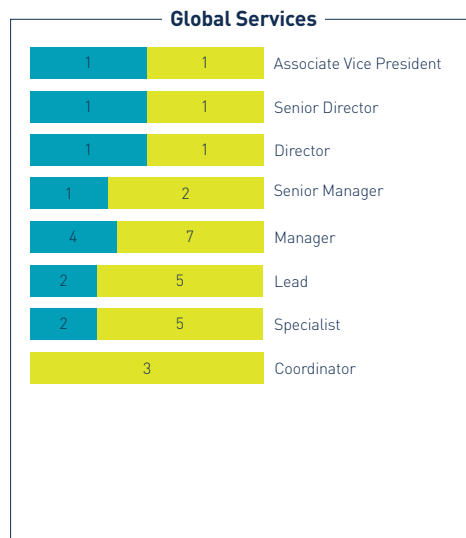
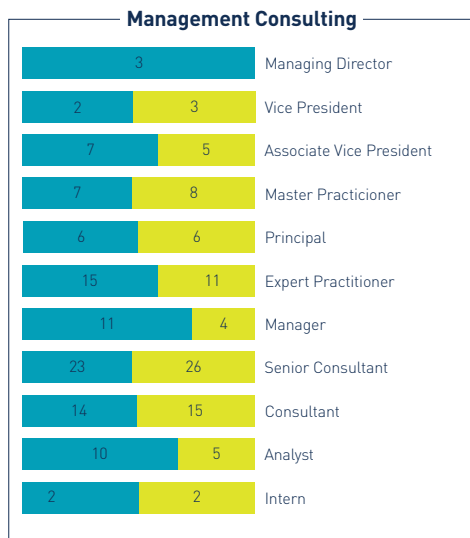
With a clear understanding of our current gender pay position and the underlying trends, the following section outlines the steps we've taken over the past year to promote gender equity in the UK workforce and close the gap.

COMPENSATION AND POPULATION DISTRIBUTION TABLES (AS OF 4TH APRIL 2024)

MEN **WOMEN**



Gender Count by Job Level



Note: North Highland has recently undergone a job architecture project that has re-classified the majority of our job levels as of February 2025. Due to the timing of this snapshot date, our report exhibits reflect 2024 job levels.

3. ADDRESSING THE GENDER PAY GAP: OUR ACTIONS SINCE LAST YEAR

North Highland actively strives to build a workforce and workplace that reflects the clients and communities we serve. We have continued developing women in their current roles for advancement into more senior positions, providing opportunities for internal career mobility and offering upskilling programs. Below is an overview of the steps we have taken in the past year to address the gender pay gap and create an inclusive culture for women in the workforce:



PROMOTING FINANCIAL EQUITY

Expanded Bonus Eligible Population: Strengthened financial gender equity by promoting 22 women into roles that are bonus eligible.

New Approach to Career Progression: Evolved our talent review process from biannual review cycles to a model that emphasizes regular and timely project feedback and more frequent performance feedback and coaching. Promotions, which are based on a combination of business needs, performance and readiness, now may occur throughout the year to support the real-time career growth of our team members.



LEADERSHIP DEVELOPMENT AND REPRESENTATION

Advancement of Women Leaders: Promoted 12 women to leadership positions within the firm (manager and above), with women representing 27 out of 58 promotions in the UK for 2024.

Training for People Managers: Adopted the principle “Feedback as Fuel” and implemented training for people managers aimed at enhancing feedback and coaching skills to provide clearer and better feedback to team members. Similarly, we also created a specific ongoing communication forum for People Managers that includes time-sensitive reminders, general management guidelines and inclusive leadership guidance.



STRATEGIC HIRING PRACTICES AND ONBOARDING

Recruiting Talent: Partnered with our firmwide community groups to recruit talent from diverse backgrounds through referrals and coffee chats with candidates. Team members are encouraged to share job openings with their networks. Additionally, during the interview process, candidates can speak with representatives from our various community groups to further understand North Highland team member experiences.

Onboarding Process: As part of the onboarding process, new team members are informed about the firm's approach to inclusivity and receive information about participation and access to communities and groups as well as learning and development opportunities. Each month, representatives across various functions join these sessions to share their experiences working at the firm.



CAREER MOBILITY

Internal Opportunities for Growth: Introduced an internal job posting dashboard that offers visibility into open positions within the firm, enabling team members to pursue new opportunities and advance their careers internally.

Attributes in Talent Reviews: Evolved the way we evaluate and measure performance to include not only our results and outcomes, but to also consider the behaviors and our core values demonstrated along the way. By understanding not only the ‘what’ in performance, but also the ‘how’, we can better enable the growth and development of our Team Members.

Career Framework and Talent Information Updates: Implemented an updated Job Architecture designed to foster professional development by providing a better understanding of potential career pathways and opportunities for skill advancement. We continue to lean into the various Workday system elements and data related to skills and talent that help us better understand the skills and experiences each team member has, as well as the skills and career interests they want to explore and grow.



EDUCATIONAL INITIATIVES

Seasons of Skills: Offered team members on the bench introductory knowledge of important and in-demand skills through curated e-learning content and instructor-led training as part of our "Seasons of Skills" learning initiative.

Deep Dive Trainings: Provided access and training to firm upskilling priorities including topics such as AI tools and change management to team members across a variety of levels and skillsets as part of our commitment to continuously provide growth opportunities to our workforce. We also generated awareness regarding LinkedIn Learning to enable direct upskilling based on their interests.



COMMUNITY AND SUPPORT

Women in North Highland (WIN) Community: Provided network and knowledge sharing opportunities, such as monthly coffee chats, firmwide conversations, and community discussions for women to grow personally and professionally. These events covered topics such as career networking and self-advocacy, health and wellness, and intersectionality in the workplace.

Social Issues and Crisis Management Support: Integrated our social issue and crisis management outreach, including providing mental health and other resources, in service of the well-being of our team members.

These actions have laid a strong foundation for continued progress. Looking ahead, our strategy focuses on embedding this progress into how we lead, develop, and grow talent across the firm.

4. MOVING FORWARD: OUR STRATEGY TO DRIVE GENDER EQUITY AND PAY PARITY

At North Highland, we are committed to embedding gender equity and pay parity into the fabric of the firm, ensuring that every team member has fair access to opportunity, career growth, and leadership pathways. While our latest gender pay gap results reflect progress in key areas, we recognize that sustained change requires continued investment and accountability.

Over the coming year, we will focus on four strategic priorities, ensuring that measurable actions and initiatives support our long-term vision.

1. ELEVATING PEOPLE MANAGER CAPABILITY TO DRIVE EMPLOYEE GROWTH

People managers play a critical role in shaping career development, performance, and pay decisions. To foster the experiences of all team members, we will continue to:

- Enhance leadership training and coaching for people managers, equipping them with the tools, resources, and skills to support career growth.
- Strengthen training for leaders and people managers regarding decision-making frameworks to improve impartiality in performance assessments, promotions, and pay discussions.
- Expand initiatives that amplify the values of the firm and embed inclusive leadership principles into our people management and talent development approaches.

To facilitate positive career experiences for all team members, we will continue making targeted investments in People Manager capability.

2. STRENGTHENING CAREER GROWTH AND TALENT MOBILITY

A key part of reducing the gender pay gap requires elevating the opportunities that all team members have to grow and develop. To support this, we will continue to:

- Expand structured career pathways, providing greater clarity on expectations and opportunities for progression.
- Ensure that each employee has access to senior leaders, skill development opportunities, career guidance, and advocacy for their specific needs.
- Strengthen internal mobility programs to expand opportunities to transition into new roles and leadership positions across the business.

Through these efforts, we will accelerate career progression and development and drive a more balanced representation of talent at all levels.

3. DEVELOPING LEADERSHIP AND TALENT ACROSS THE BUSINESS AT ALL LEVELS

To sustain long-term gender equity, we will continue to proactively build the skills and competencies of our talent. This year, we will focus on:

- Expanding and evolving leadership development programs and offerings, such as Change Champions and Women in Leadership, to support more team members, including women, as they enter senior roles.
- Strengthening talent planning efforts, ensuring that a diverse range of talent is considered for leadership roles and career development experiences.
- Aligning skills and leadership development approaches with our business strategy and informing our talent growth strategy with the strategic business goals of the firm.

We will continue to evolve and scale our existing talent and leadership development programs to reach a broader audience.

By taking an agile, skills based, business-aligned approach, we will support our employees across the spectrum of roles and provide greater access to career opportunities.

4. FOSTERING A CULTURE OF INCLUSION AND CONTINUOUS DEVELOPMENT

Beyond policies and programs, we are committed to creating an environment where all team members feel valued, supported, and empowered to succeed and grow. To reinforce this, we will continue to:

- Embed our culture, values and principles into our talent strategies and approaches to hiring, talent development, performance management, and compensation practices.
- Increase transparency around pay and career progression, ensuring that team members understand expectations, opportunities, how decisions are made and how they can advance.
- Continue driving education, awareness, and leadership accountability, ensuring that gender equity remains a business-wide priority, not just an HR initiative.

By fostering a culture where equity is ingrained in how we work and make decisions, we will ensure sustained progress in closing the gender pay gap.



IN SUMMARY | OUR COMMITMENT TO PROGRESS

Gender equity is a fundamental part of how we grow, develop, and support our people. Through **deliberate action, investment, and leadership commitment**, we will continue making measurable progress toward **a more equitable future for all team members.**

I confirm that the gender pay gap data contained in this report is accurate and has been calculated in accordance with the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

Jeni Fitzpatrick
Chief People Officer & Sr. Managing Director – North Highland