

GENDER PAY 2021

ghd strive to create a culture and environment that puts people first and ensures that our employees are treated fairly and with dignity, whatever their gender or other characteristics. We remain fully committed to being a fair employer at ghd offering all employees equal opportunity to develop to their full potential and achieve their goals and ambitions regardless of gender.

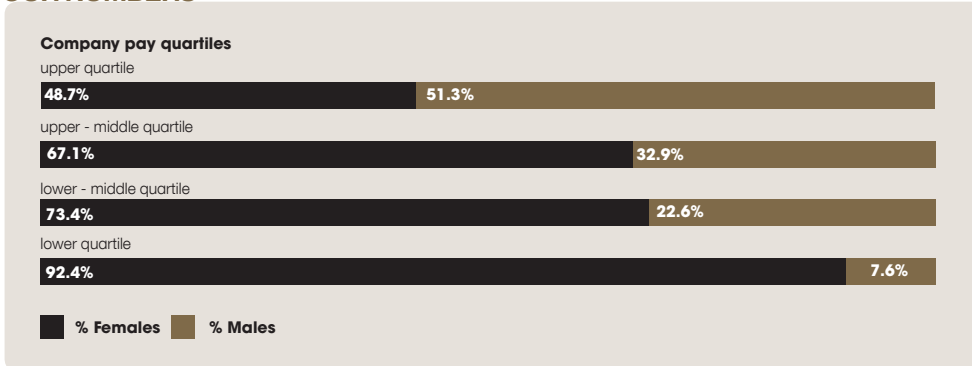
A company's gender pay gap is the difference between the average of all women's and the average of all men's earnings, expressed as a percentage of men's earnings. Gender pays gap is calculated by taking the average pay of all men working in the company and comparing it with the average pay of all women working in the company. The difference between the two averages is the gender pay gap.

We continue to see gender disparity within our lowest quartile as we are repeatedly faced with the same challenges that our industry norm brings. At ghd, 70.4% of our whole team is female.

However, we have seen continued improvement and are reassured that with a continued focus on pay and bonus schemes and continuously reviewing these and how they are designed and implemented fairly. In 2022 we will continue to apply the approach we took in 2021 including:

- Reviewing our pay practices during salary reviews and other key processes to ensure they remain in line with best practice.
- Supporting our managers to ensure that their hiring and pay decisions are fair and inclusive, in line with our framework and systems.

OUR NUMBERS



What can we do better and looking forwards?

Each year we review the trends and take time to understand our numbers. We continue to manage and analyse how we can make the greatest impact with business decisions., and by ensuring that our roles are carefully benchmarked to the market, working internally and with agencies to ensure that our recruitment processes are fair, open, and attractive and that we have as much diversity and gender balance as possible in our recruitment. In addition, our plans are underway to review our benefits, flexible working arrangements and development programs to support retention, progression, and recruitment.

We also appreciate that the gender pay gap will take some time to benefit from these decisions, we hope with continued focus and work we will move towards narrowing the gap within our business.