



UK gender pay gap report 2025

5 April 2025 snapshot date

Contents

A message from our Chief People Officer	03
Understanding the pay gap	04
Statutory disclosures	05
Our journey and what we're doing to improve our gender pay gap	06

A message from our Chief People Officer



Tara Johnson
Chief People Officer

The capital we deploy shapes businesses, careers, and the retirement savings of millions of people. That scale of responsibility demands we get our decisions right. To have the best chance of getting decisions right, free from preconceptions and biases, means bringing together people who think differently, come from different places, and challenge each other's assumptions.

Building that kind of team is a goal we have been committed to for years. We know from experience that cognitive diversity - the breadth of perspectives, thinking styles and backgrounds around the table - sharpens judgement and improves outcomes. Gender diversity is one important dimension of that.

Our gender pay gap data is one measure of how far we have come and how far we still have to go. It reflects the spread of men and women across seniority levels at Hg, not whether people in equivalent roles are paid equally, which we assess separately.

As of April 5, 2025, women comprise 54% of our UK office and 36% of our investment executives. We continue to keep focus on development, mentoring, workplace culture, and benefits to ensure women continue advancing towards senior positions.

Understanding the pay gap

Year	Mean hourly pay gap	Mean bonus pay gap	Median hourly pay gap	Median bonus pay gap
2025	39.4%	60.0%	50.2%	79.2%
2024	31.8%	59.3%	50.9%	71.1%
2023	42.6%	71.1%	50.7%	67.0%

Our gender pay gap figures reveal that, on average, men at Hg receive higher compensation than women. This is despite continued progress on female hiring.

Our mean hourly pay gap has increased to 39.4% this year, reflecting carry-related bonus allocations and senior hire mix; the median hourly gap has remained broadly stable at 50.2%.

The gap is driven by two structural features of our workforce. First, senior roles at Hg carry significantly higher financial rewards, and gender diversity at those levels, while improving, remains limited. Second, our firm includes teams with very different pay profiles: operational and support functions sit alongside investment and leadership roles that attract substantially higher compensation.

The distribution of men and women across these different functions, rather than any difference in pay for comparable work, is what our headline figures reflect. The figures presented in this report do not measure equal pay – an area we review comprehensively on an annual basis. For comparable positions, we maintain strong mechanisms to ensure our compensation approach is fair and equitable throughout our organisation.

Whilst our mean hourly pay gap has moved year on year, this also reflects the snapshot nature of the data: with a relatively small workforce, changes in senior hiring mix and the timing of carry-related bonus distributions can shift headline numbers materially in any given year. Taking this into consideration, the broader trajectory shows progress. Our mean hourly gap stood at 42.6% in 2023, compared to 39.4% today - a reduction of 3.2 percentage points over two years. The same pattern holds for our mean bonus gap, which has fallen from 71.1% in 2023 to 60.0% this year.

Increasing female representation in our investment teams is a critical lever for narrowing the gap sustainably. Women currently make up 36% of our UK investment executives - up from the 30% ambition we set in 2021, which we have exceeded and sustained. We are focused on extending this through continuing to build our pipeline of female investment executives, internal mentorship and sponsorship programmes and our Leadership Development Programme, designed for future fund and firm leaders.

*More information on these initiatives can be found in our annual D&I Report

Hourly pay

Our hourly pay disparity at Hg primarily stems from the higher proportion of men in senior positions, particularly within our investment and portfolio executive teams. These leadership roles demand specialised expertise, carry greater responsibilities, and require extensive experience – consequently commanding higher base compensation, which is reflected in the hourly pay gap data.

Bonus pay

Higher levels of seniority in our organisation come with increased responsibility for our firm's and funds' performance, which is reflected in our compensation structure. Senior roles offer greater bonus potential, causing the bonus gap to be wider than the hourly pay gap.

Our hourly pay and bonus pay gap figures are also influenced by other reward elements like carry-related bonuses which are allocated to investment teams. The components of this pay directly relate to investment outcomes and pay out sporadically – in line with business exits from our funds.

Statutory disclosures

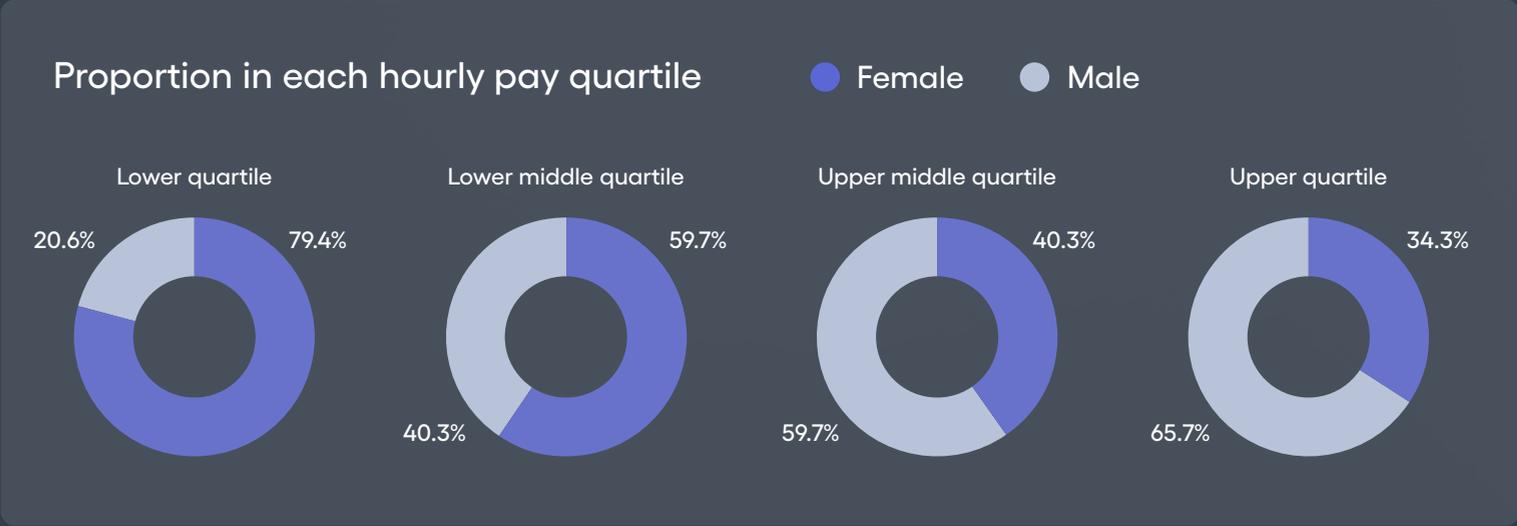
Hourly pay gaps	Bonus pay gaps	Proportion who received a bonus ¹
<p>39.4%</p> <p>Mean hourly pay gap</p>	<p>60.0%</p> <p>Mean bonus pay gap</p>	<p>82.9%</p> <p>Females</p>
<p>50.2%</p> <p>Median hourly pay gap</p>	<p>79.2%</p> <p>Median bonus gap</p>	<p>88.0%</p> <p>Males</p>

Mean

- **Mean hourly pay gap**
the difference between the mean hourly rate of pay of male employees and that of female employees
- **Mean bonus pay gap**
the difference between the mean bonus pay paid to male employees and that paid to female employees

Median

- **Median hourly pay gap**
the difference between the median hourly rate of pay of male employees and that of female employees
- **Median bonus pay gap**
the difference between the median bonus pay paid to male employees and that paid to female employees



Bonus proportions

- The proportion of male and female relevant employees who were paid a bonus during the relevant period

I confirm that the information included in this disclosure is accurate and meets the requirements of the Equality Act 2010 (*Gender Pay Gap information*) Regulations 2017.*

Pay quartiles

- The total population of employees in this data set listed from highest to lowest hourly pay, divided into four equal quartiles

Tara Johnson
Chief People Officer

*relevant responsible signatories

¹ All eligible roles are included in Hg’s discretionary bonus scheme therefore these figures reflect employees who joined during the year and had not yet received their first annual discretionary bonus by the snapshot date of 5 April 2025.

Our journey and what we're doing to improve our gender pay gap



Our D&I strategy and efforts are formalised, strategy included specific ambitions set by the Hg Board to better drive and measure progress.



Our initial ambition was to reach more than 30% female executives by March 2021, and more than 35% by March 2022. We achieved both ambitions. This year we also proudly onboarded one of Europe's largest Analyst & Associate cohorts in Private Equity, which is the most diverse we have had at Hg; consisting of 54% women.



Alongside our efforts to increase awareness and education on key D&I topics, we have introduced an employee engagement tool, Peakon, that measures employee perceptions of our efforts to maintain a diverse workforce and create an environment where every individual feels included. We are pleased to report strong net promoter scores, or employee satisfaction, across inclusiveness and non-discrimination within our firm.



We have deepened our investment in development and progression pathways. Our mentorship programme expanded to cover more than 60% of our people with 165 mentees supported by 125 mentors across 16 teams. We also launched the Leadership Development Programme, focused on building the pipeline of future investment and firm leaders. Our Culture Committee, reporting directly to the Board, has continued to drive our inclusion agenda with a particular focus on embedding cognitive diversity across hiring, team-building, and ways of working.

2019

2020

2021

2022

2023

2024

2025



We launched our D&I Steering Group which reports directly to the Board and aims to lay the foundations for a fully inclusive culture and environment at Hg, where all diversity is welcomed, encouraged and celebrated.



At the start of 2022, we challenged ourselves further and set ambitions to improve ethnic diversity within Hg, which is also being tracked at Board level. We have achieved 23% ethnic diversity across our UK and US offices. We have also focused on increasing and measuring socioeconomic diversity and are actively looking to increase representation within our organisation.



We have evolved our D&I steering group into the Hg Culture Committee, to help further drive our DEI initiatives. The committee conducted research across Hg to devise a series of long- and short-term priorities to advance our culture and ensure Hg is a place where everyone can bring their true selves to work and be successful whilst doing so.

Culture Partnerships

In 2025 54% of our UK office were female, along with 36% of our UK investment team

- Hg proudly sponsors Level20, the leading not-for-profit organisation dedicated to enhancing gender diversity within the private equity sector. Our team actively participates in Level 20's mentoring and networking programmes, connecting our people with both senior women across the industry as mentors and rising talent as mentees. Level 20's 2025 data shows 27% of UK investment professionals are women – a figure our own investment team exceeds at 36%, and we use their benchmarking data to track our progress against peers and hold ourselves accountable to continued improvement.
- We connect Hg mentors with mentees from disadvantaged socioeconomic backgrounds through our partnership with Bloss.m, an exclusive women's mentoring program.
- Through our partnership with SEO London, we actively support the development of diverse talent into the investment industry. As well as broadening our pipeline on socioeconomic and ethnic diversity grounds, SEO London's dedicated women's programmes (including a spring cohort specifically for female students) help us reach talented women earlier in their careers and build awareness of Hg as a destination for diverse investment talent.



Reward & Benefits

We offer benefits that support employees at all stages of family planning including, support for fertility treatment, private medical insurance with private maternity support, and a menopause support plan

- Reimbursement support for maternity, childbirth, fertility related costs and menopause support – we have expanded menopause support with Bupa's Menopause Plan, providing specialist GP consultations, personalised care plans and 12 months of 24/7 clinical support to help our employees manage symptoms that impact their wellbeing.
- Maternity coaching is also offered to expectant mothers and their managers before a period of parental leave and upon return to work.
- 10 days of paid emergency childcare cover

Recruitment

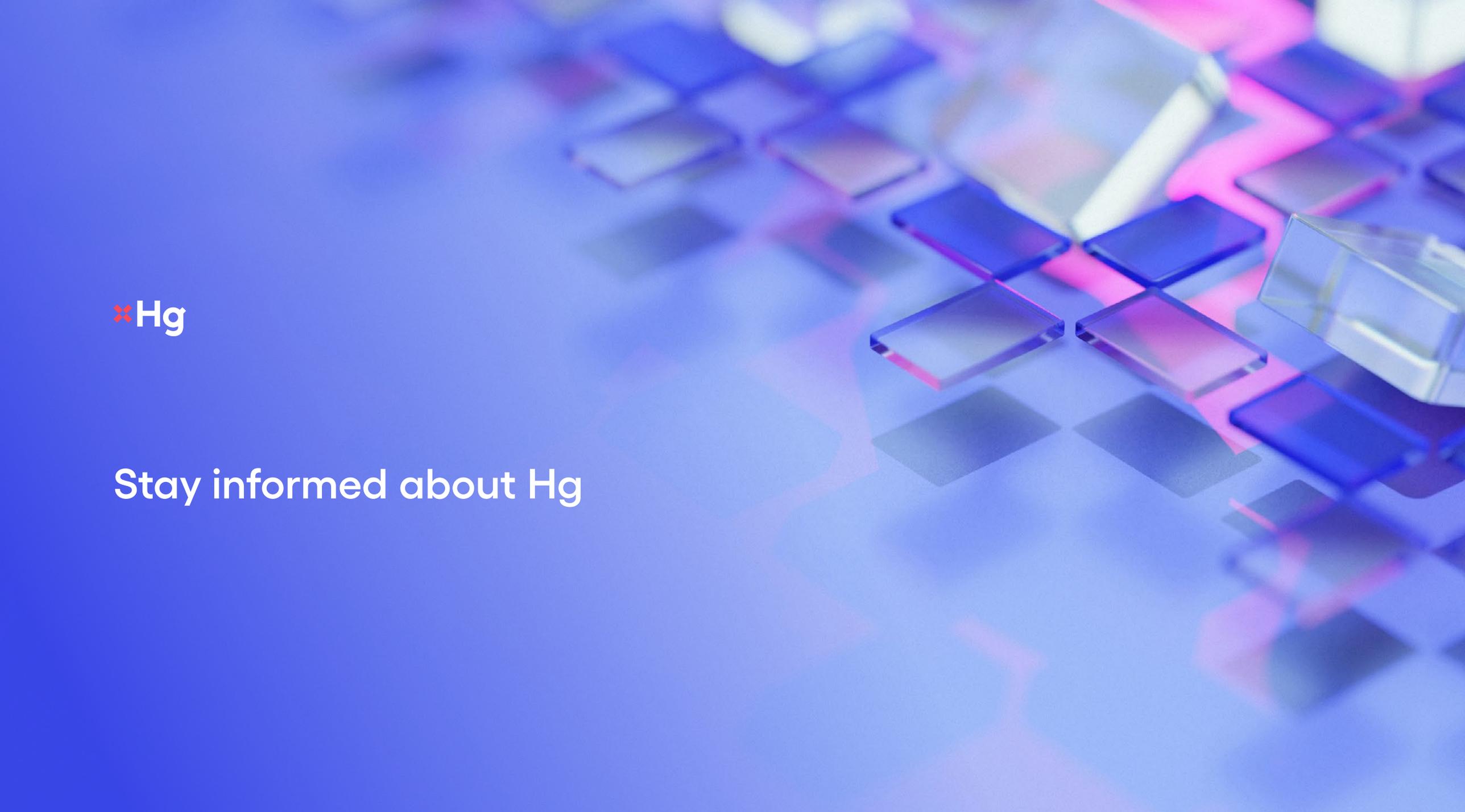
We proactively build and track our own pipeline of diverse talent across the private equity sector

- Our assessment process is specifically designed to eliminate bias through structured interview techniques and diverse selection panels.
- We provide small group sessions with senior team members to discuss the impact of biases, and leverage score cards where appropriate to ensure fair and inclusive hiring decisions that embrace diverse perspectives.

Policies

Policies aimed at supporting women such as enhanced maternity pay for 26 weeks, with continued eligibility for discretionary bonuses

- Equalised maternity and new parents leave for up to 26 weeks
- Time off for dependent care
- Flexible working policies and hybrid working environment



xHg

Stay informed about Hg