Gender Pay Gap Report

April 2025 snapshot – TrinityBridge Holdings Limited

TrinityBridge



Introduction
From the Chief People Officer

Since becoming TrinityBridge, we have continued with our commitment to being an open and inclusive workplace where our people can do their best work and progress their careers.



Inclusion is a core part of our culture, and as expectations change across our industry and wider society, it is increasingly important that this is reflected in how we work with our clients, partners and with each other.

The annual Gender Pay Gap Report is a useful tool that helps to highlight how gender diversity is considered across the business, and I am pleased to see a narrowing of our pay gaps year on year. However, the data also makes it clear that women remain under-represented in our most senior and highest paid roles.

To continue on our journey in addressing this, we have focused on developing internal talent through our various programmes aimed at both junior/early careers and more specialist roles; strengthening succession planning within senior positions and front office teams; enhancing our family-friendly policies to support gender balance in the workplace; and improving fairness and consistency in how we recruit and promote. We know there is more to do, but we're committed to building on this progress.

I confirm that the information within this report is accurate.

Charlie Collard
Chief People Officer

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Our results

Gender pay gap

This year's results show a positive shift in the Company's core pay gap metrics, with both the mean and median hourly gender pay gaps narrowing compared with last year. While gaps remain, the direction of travel is encouraging and reflects the impact of workforce changes and structural pay progression:

The mean hourly gender pay gap has reduced from 43.8% in 2024 to 40.8% in 2025

The median hourly gap has reduced from 35.0% in 2024 to 33.0% in 2025

What this means
The average hourly pay across women in TrinityBridge remains lower than that of male employees as a result of men having more representation in senior and revenue-generating roles, which are often higher-paid. However, the shift in pay does highlight the growing representation of women in such roles.

Bonus pay gaps

The mean bonus gap has increased, rising from 84.7% in 2024 to 87.5% in 2025

The median bonus gap, however, has reduced, from 70.9% to 66.7%

39.1% of men received a bonus compared to 30.6% of women

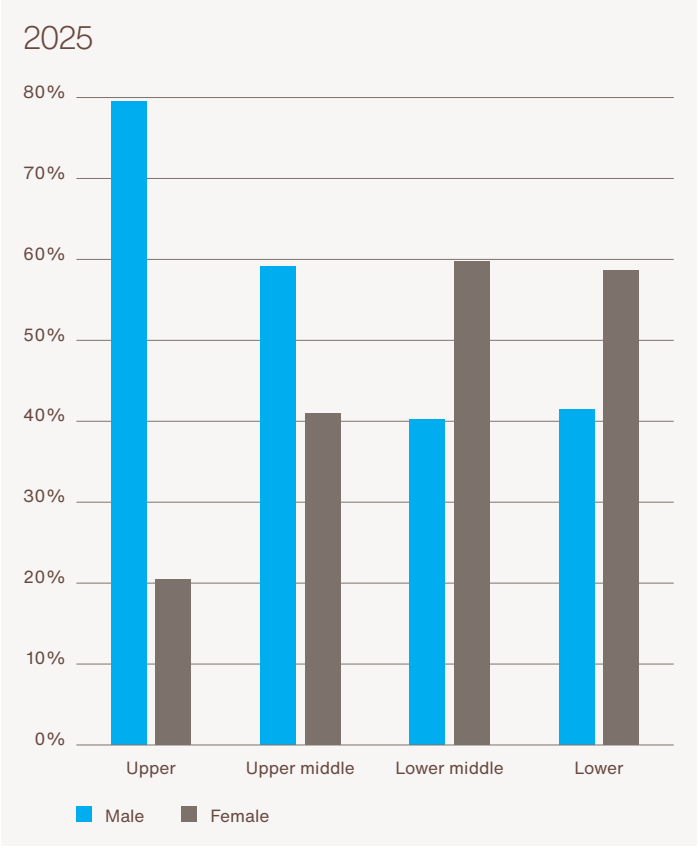
What this means
The bonus landscape remains heavily skewed because a small number of high-value awards, predominantly long-term incentives, paid to senior roles have expanded the mean gap. The reduction in the median gap removes the most extreme values from the dataset, showing that bonus outcomes for the majority of employees in receipt of a bonus have become more balanced. Although a lower proportion of women received a bonus in the year leading up to the snapshot date, all employees are eligible to participate in the Company's annual bonus process, even if they did not receive one in the period.

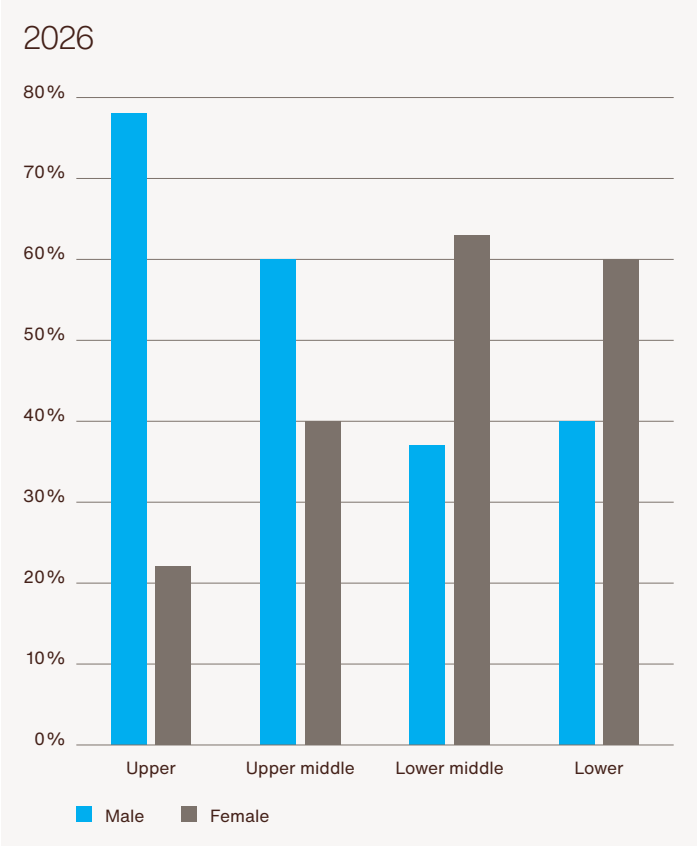


Gender representation across pay quartiles

The upper quartile remains male dominated (79% male/21% female)

Women are more represented in the lower middle (60% female) and lower quartiles (59% female)





What this means
The Company continues to see a higher proportion of men in the highest paid roles compared to women. Progressing gender diversity in senior, revenue generating, or specialist positions will be critical to driving further reductions in the pay gap.



Inclusion at TrinityBridge

The Inclusion Committee

The role of our Inclusion Committee is to help create a workplace where employees feel valued, respected and included. Focusing on nine pillars it is also a forum for internal ideas, best practice and both a communication channel and support team for colleague-run DE&I network initiatives. The team assist the Executive Committee in their ongoing efforts to maintain an inclusive environment, and promote diversity, equity and inclusion initiatives.

Nine pillars:

Gender Balance	Menopause
Ethnic Diversity	LGBTQIA+
Neurodiversity	Mental Wellbeing
Working Parents & Carers	Social Mobility
Disability	

Whilst not directly linked to gender balance, the Inclusion Committee are also overseeing their second internal Reverse Mentoring Programme. Women currently make up over 50% of the cohort, and 100% of the mentors. This scheme strengthens our inclusive culture by breaking down hierarchical barriers and fostering a culture where diverse perspectives are valued.

Other initiatives this year

The People Team have also focused on implementing targeted, high impact measures to support diversity in our recruitment processes, while continuing to enhance our approach to attracting and retaining high quality female talent across the organisation:

- Evaluating job design, advertisement wording, and selection methodologies to promote gender-neutral practices and mitigate potential bias
- Gender balanced shortlisting and interview panels
- Monitoring gender representation at each recruitment and promotion stage
- Increased access to flexible and hybrid working
- Improved family leave policies for new and growing families
- A comprehensive framework of menopause support



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