

North Highland UK Gender Pay Results

Providing context and key insights
from this year's analysis



NORTH HIGHLAND[®]

Summary

At North Highland, fair pay and equal access to career opportunities remain central to how we support our people. This report sets out our gender pay gap results based on the snapshot date of 5 April 2025, covering all permanent full-time and part-time employees in the UK. The data has been prepared in line with UK Government Gender Pay Gap reporting requirements.

Importantly, North Highland does not have an equal pay issue: men and women in equivalent roles are paid consistently. The pay difference reported here reflects the distribution of our workforce across seniority levels, not a difference in pay for the same work.

Key Highlights from the 2025 Results

Hourly Pay Gaps:

These movements reflect the structural impact of active promotion and progression across the firm — not differences in pay for equivalent roles. For every £1 earned by a man at North Highland, a woman earned 91p (median) and 90p (mean). Both figures remain well below the 13.67% recorded in 2022.

	2024	2025
Median	4.11%	9.2%
Mean	8.73%	10.4%

Bonus Pay Gaps:

The widening is driven by three factors: several women at senior levels were on maternity leave or sabbatical at the snapshot date and were therefore excluded from the calculation; women on reduced working arrangements received prorated bonuses; and women who moved into bonus-eligible roles over the past year did so predominantly at earlier career stages, where bonus amounts are lower.

	2024	2025
Median	10.13%	23.81%
Mean	11.03%	30.57%

▲ GENDER REPRESENTATION



Women now represent 50.5% of our UK workforce — a majority for the first time in our reporting history — and in the 12 months prior to 5th April 2025, women accounted for 56% of all UK promotions (22 of 39). The direction of travel on representation is positive.



The senior pipeline remains our most significant challenge. With only 29% of executives (5 of 17) being women, closing the gap at the top of the organization is where sustained focus is needed.



The widening in the hourly and bonus pay gaps is driven by structural factors at the snapshot date, not a change in how people are paid. As recently promoted women build tenure in their new levels, we expect these figures to narrow.

Bonus Receivership:

	2024	2025
Women	71.2%	68.8%
Men	76.6%	76.6%

A Closer Look: Understanding the Drivers Behind Our Pay Gaps

Hourly Pay Gap: Interpreting the Change

The median hourly pay gap increased from 4.11% in 2024 to 9.2% in 2025, and the mean from 8.73% to 10.43%. The 2025 mean of 10.43% remains below our 2022 peak of 13.67%. This movement reflects active structural change in our population whereby we increased the number of women in lower-level roles. As recently promoted women progress through their new levels, it takes time for pay to reflect their growing tenure, which contributes to the widening gap. This is a natural feature of an active progression pipeline and is expected to narrow as these team members continue to develop and advance.

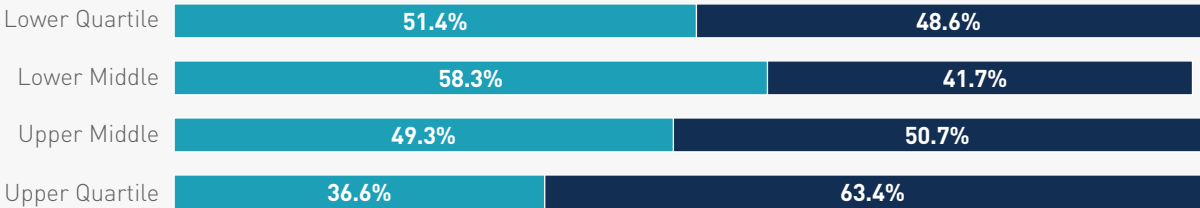
50.5%

of the total UK workforce is now made up of women, up from 48% in 2024 — the first time women have reached parity in overall representation at North Highland since at least 2017.

Representation, Quartile Distribution, and Career Progression Trends

Our efforts to develop and advance women across the firm are reflected in the following trends. The 2025 quartile breakdown shows a mixed picture. Three of the four quartiles show improved or stable female representation, while the Upper quartile declined from 42.86% in 2024 to 36.6% in 2025, reflecting both the number of senior women on maternity leave or sabbatical at the snapshot date, and attrition at senior levels during the year.

Percentage of Men & Women in Each Quartile



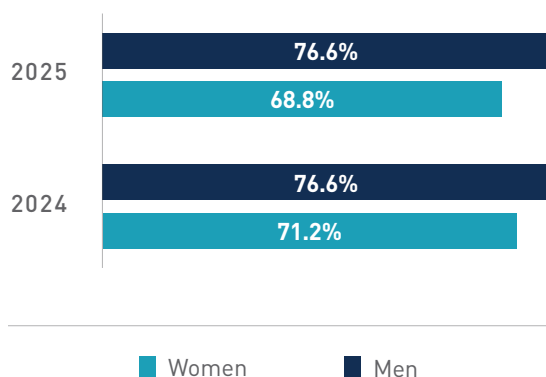
■ Women ■ Men

These trends demonstrate ongoing progress in building gender balance at all levels of the firm. Our focus is not solely on closing a reported number — it is ensuring that career pathways are equitably accessible to every team member regardless of gender. As with any growing firm, year-on-year shifts in population size and structure can produce short-term fluctuations in the reported figures, but the direction of travel in representation reflects sustained and deliberate investment.

Population Shifts and Structural Influences

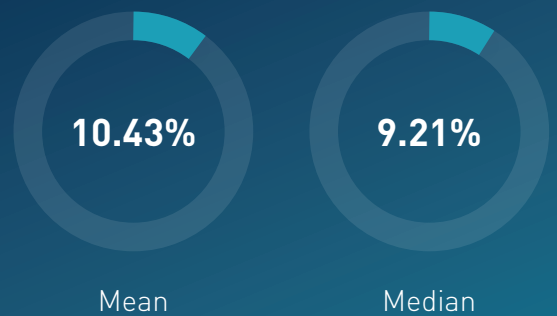
Our mean hourly pay gap continues to be influenced by the concentration of men in senior leadership roles, including Senior Managing Director and Managing Director — the highest paid roles in the firm. Given the relatively small size of our UK population (311 employees (of which 17 are Senior Managing Directors and Managing Directors), individual changes at senior levels can have a significant influence on the overall mean.

Percentage of Bonus Receivership

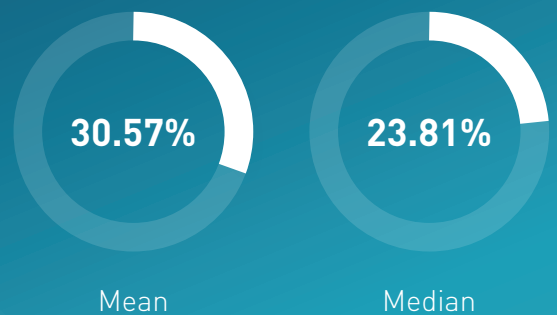


Gender Pay Gap Percentages

Hourly Pay:



Bonus Pay:



Population Distribution Tables (as of 5th April 2025)

Gender Count by Job Level – All Consulting & Technology (Full-Pay Relevant)

JOB LEVEL	JOB PROFILE(S)	MEN	WOMEN
A	Analyst, Management Consulting Intern, Management Consulting	8	11
C	Consultant, Management Consulting	19	9
D	Lead, Advanced Analytics Lead, Implementation Sr. AI & Data Engineer Sr. Consultant, Management Consulting	37	50
E	AI & Data Architect Manager, AI & Data Engineering Manager, Delivery Consulting Manager, Implementation Manager, Management Consulting	38	33
G	Director, AI & Data Architecture Director, Implementation Director, Management Consulting	15	11
H	Sr. Director, Management Consulting	2	2
I	Managing Director, Management Consulting	7	1
J	Sr. Managing Director, Management Consulting	3	3
K	CEO EMEA, Sr. Managing Director	1	
GRAND TOTAL		130	120

Note: All Consulting & Technology roles are shown in a single table. Where multiple job profiles share a level, each is listed. Based on the February 2025 job architecture. Full-Pay Relevant Employees only.

Gender Count by Job Level – Global Services (Full-Pay Relevant)

JOB LEVEL	JOB PROFILE(S)	MEN	WOMEN
A	Coordinator, Administrative Support	2	
B	Specialist, Billing Specialist, Commercial Enablement Specialist, Facilities Specialist, Payroll Specialist, Talent Acquisition (E) Specialist, Total Rewards	1	5
C	Consultant, Management Consulting	1	
D	Lead, Administrative Support Lead, Billing (E) Lead, Commercial Enablement Lead, Support Lead, Talent Acquisition Lead, Talent Operations	4	5
E	Manager, HR Manager, Partnerships Manager, Product Management Manager, Talent Acquisition Manager, Talent Operations	6	3
F	Sr. Manager, Commercial Enablement Sr. Manager, Talent Acquisition Sr. Manager, Talent Operations	2	1
G	Director, Marketing Director, Talent Acquisition	1	1
H	Sr. Director, Business Development Sr. Director, HR	1	1
I	Managing Director, Product Managing Director, Talent Operations	1	1
GRAND TOTAL		16	20

Note: The job profiles and levels shown above reflect the new job architecture implemented in February 2025. Job levels run from A (entry) through K (most senior/Executive). Multiple job profiles may exist within a single job level.

The sections that follow outline the actions we have taken over the past year and the strategic priorities we are pursuing to promote gender equity and drive meaningful progress toward closing the gap.

Addressing the Gender Pay Gap: Our Actions Since Last Year

In our 2024 report, we made four commitments: to change how managers make decisions about talent; to create clearer and more consistent pathways to promotion; to invest in women's development; and to build a culture where equity is embedded, not just aspirational. Structural change of this kind rarely shows up in a single year's data — but it is the only thing that will move the numbers over time. Below, we set out what we delivered in 2025.

Elevating People Manager Capability

People managers are one of the most direct influences on who gets recognized, supported, and progressed. In 2025, we focused on building the skills and behaviours that enable managers to make fairer, more consistent decisions for the people in their teams.

- **Leading with Purpose - Culture, Candor, and Coaching:** We delivered a targeted development programme for people managers focused on inclusive leadership, feedback as a tool for growth, and the coaching behaviours that shape day-to-day team experience.
- **People Manager Forums:** We held regular forums bringing managers together to share practice, reflect on challenges, and build a stronger community of inclusive leaders across the business.
- **Performance Evaluation and Compensation Philosophy:** We ran dedicated training to ensure managers understand how performance and compensation framework is applied consistently — increasing transparency in how people are assessed and rewarded.
- **New Performance Framework:** We introduced a 5-point rating scale and competency model with six behaviours across all job levels — giving every manager a clearer, shared basis for assessing performance and having meaningful development conversations.

Strengthening Career Growth and Talent Mobility

Making progression more transparent and more equitable requires both structural change and consistent process. In 2025, we took a series of steps to improve how opportunities are identified, communicated, and accessed across the firm — including how flexibility is structured to support career progression rather than limit it.

- **New Job Architecture (February 2025):** We launched a new job architecture establishing clear job levels from A (entry) through K (most senior/Executive), across job families — All Consulting & Technology, and Global Services. This gives every employee visibility of what levels and job profiles exist and what a progression path looks like from their current position, and across the firm.
- **Monthly career Progression Reviews:** We moved from a twice-yearly promotion cycle to monthly reviews of talent readiness and business need together — so when someone is ready to progress and there is a clear business justification, it happens. Not at the next scheduled window, but when the business needs are clear. This makes career advancement more fluid and more purposeful.
- **SkillsCloud and Workday Learning:** We activated Workday Skills Cloud in 2025, giving every employee firm-wide visibility of skills across the organisation, access to a 200,000+ skills ontology, and AI-enabled career prompts to support development planning. Workday Learning was also switched on in Q1 2025, expanding access to structured learning across the business.

▲ DEVELOPING LEADERSHIP AND TALENT

Building a stronger pipeline into senior roles requires deliberate, sustained investment in the development of our people — and the removal of visibility barriers that mean talented individuals can go unrecognised.

Women in North Highland (WiN): In 2025, WiN delivered activity across four areas — advocacy events including an Imposter Syndrome speaker session to surface barriers women face; educational content covering over ten professional development topics and awareness moments including Women’s History Month; community events building connection and belonging, including networking breakfasts, a Charity Bake Sale, and a WiNter Wonderland end-of-year celebration; and operational improvements strengthening WiN’s governance and strategic alignment. SRCC provided guidance and governance throughout, ensuring WiN’s work was integrated within the firm’s people agenda.

Updated Project Reviews: We updated our project review processes to improve visibility of individual performance and contribution — supporting fairer recognition and reducing reliance on informal networks.

Fostering a Culture of Inclusion

Structural change takes root only when it is supported by the right culture — one where every employee feels they belong, are seen, and have a genuine opportunity to progress.

Moving Forward: Our strategy to build an equitable, high-performing workplace

At North Highland, our goal extends beyond narrowing a statistical gap — it is to build a workplace where equitable access to opportunity, recognition, and career growth is the norm for every team member, regardless of gender. Our data tells us that the gap we report is structural in nature: it reflects where men and women are positioned across seniority levels, not a difference in pay for equivalent work. That means our strategy must continue to address the conditions that shape career progression and representation at every level of the firm — and in particular at the most senior levels, where the imbalance remains most visible.

Continuing to Elevate People Manager Capability

In 2026, this continues through targeted coaching and development programmes for People Managers, focused on building the inclusive leadership and feedback skills that directly shape who gets seen, supported, and progressed.

- **Continue developing inclusive leadership skills** across our People Manager community, with a sustained focus on reducing bias in performance assessment, promotion decisions, and compensation conversations.
- **Reinforce our People Manager/Leadership forums and communication channels** to keep equitable talent practices embedded in everyday management — not treated as a once-a-year exercise.

▲ SUMMARY OF FINDINGS

Our strategy to build an equitable, high-performing workplace:

1. Continuing to elevate People Manager capability
2. Deepening equitable career pathways and internal progression
3. Using our talent and progression processes more deliberately
4. Women in North Highland (WiN): advocacy, education, and community



Deepening Equitable Career Pathways and Internal Progression

The introduction of our new job architecture in February 2025 gave team members greater clarity on career pathways and level expectations. In the year ahead, we will build on this foundation with a sharper focus on internal progression — ensuring the talent we already have in the firm is retained and has every opportunity to advance into senior roles:

- **Use the career framework proactively** to ensure women — particularly those in mid-level roles where representation is already strong — have structured visibility into, and active support for, progression into senior roles.
- **Strengthen internal mobility programmes** so that stretch assignments, high-profile project opportunities, and cross-functional moves are deliberately and consistently offered to talent across the firm — creating the breadth of experience that prepares people for senior roles.
- **Continue to invest in targeted sponsorship** — not just mentoring — ensuring that high-potential women have active advocates championing their readiness for promotion. Promotion into senior and bonus-eligible roles is one of the most direct levers we have on both the hourly and bonus pay gaps.
- **Proactively identify and retain high-potential women at mid-level** — ensuring women who are already on a progression path are not lost to the business before reaching the senior roles where representation gaps remain most visible

▲ KEY TAKEAWAY

By strengthening career pathways, mobility, and sponsorship, we are enabling more women to progress into senior and bonus-eligible roles.

Using Our Talent and Progression Processes More Deliberately

Our regular promotion and progression cycle — built around consistent performance, behaviours, and business need — is the primary mechanism through which talent advances at North Highland. The commitment in 2026 is to ensure that process surfaces the full breadth of our talent, not just those who are most visible or most vocal.

- Ensure People Managers are **actively and consistently considering all eligible talent** in their nomination process — not waiting for individuals to put themselves forward.
- **Use deferred candidate data and promotion outcomes**, tracked through HR, to monitor whether progression patterns differ by gender and address gaps where they do.
- **Ensure business unit executives have ongoing visibility** of promotion patterns across their areas and by geography, and are accountable for taking action where gender balance is not moving in the right direction.

Women in North Highland (WiN): Advocacy, Education, and Community

WiN is a key cornerstone of our equity strategy — providing a network, a voice, and a source of practical support for women across the firm. Building on a strong year of activity in 2025 across advocacy, education, community, and operations, WiN will focus on four priorities in 2026:

- **Advocacy:** Launch the WiN Advocacy Council, providing a focused and structured channel for surfacing the issues that matter most to women at North Highland, creating safe spaces for honest dialogue, and translating insight into firm-wide action.
- **Education:** Deliver a targeted education programme aligned to strategic themes — equipping all colleagues with practical knowledge on career progression, inclusive leadership, and effective allyship. This includes WiN Wisdom, a LinkedIn Learning challenge aligned to International Women’s Day, and content on topics including managing career transitions and returning to work.
- **Community:** Strengthen the connections that help team members feel they belong — with events and conversations that reflect the real experiences of women across roles, grades, and geographies. The WiN Wonder programme will focus on topics voted for by our network, including navigating fertility at work, managing unspoken workplace pressures, and returning to work after a career break.
- **Measurement:** Improve how WiN tracks its reach, participation, and impact — using feedback and data to direct effort where it will make the greatest difference and demonstrate the value of community investment to the firm.

In Summary: Our Commitment to Progress

Gender equity is not a project with an end date — it is a sustained commitment to making North Highland a place where every team member can achieve their potential. The priorities above reflect both the continuity of effort that sustained change requires, and the specific focus areas that our 2025 data tell us matters most. We will continue to invest, to hold ourselves accountable, and to report transparently on our progress.

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