

Gender Pay Gap Report 2024



Introduction

At Arrow Global, diversity and inclusion are central to our culture and core to our purpose — Building Better Financial Futures. Alongside our mission to create long-term value for our investors, clients, colleagues, and communities, we are also committed to fostering an inclusive workplace where everyone feels valued, respected, and empowered to thrive.

Ensuring fair and equitable pay is a fundamental part of this commitment. We recognise that equal pay, regardless of gender is key to fostering a fair and inclusive working environment. By rewarding individuals based on their skills, experience, and contributions, we aim to create a workplace where talent thrives.

Our Diversity and Inclusion strategy outlines an ambitious, enterprise-wide plan, including clear objectives to improve representation and inclusivity. Diversity in all forms strengthens our business and drives innovation. To support this, we have embedded inclusive practices across the entire talent lifecycle - from attracting candidates and recruitment to career progression and leadership development. These initiatives help us build a more diverse workforce and ensure all colleagues have the opportunity to grow and succeed at Arrow Global.



I'm pleased to see that we are continuing to progress in embedding diversity across Arrow Global—from senior leadership appointments to talent development initiatives and colleague network activities.

It's encouraging to see continued progress in gender balance across our organisation. We strengthened our Group Leadership team with the appointment of two senior female leaders and also made a key hire in our fund finance team.

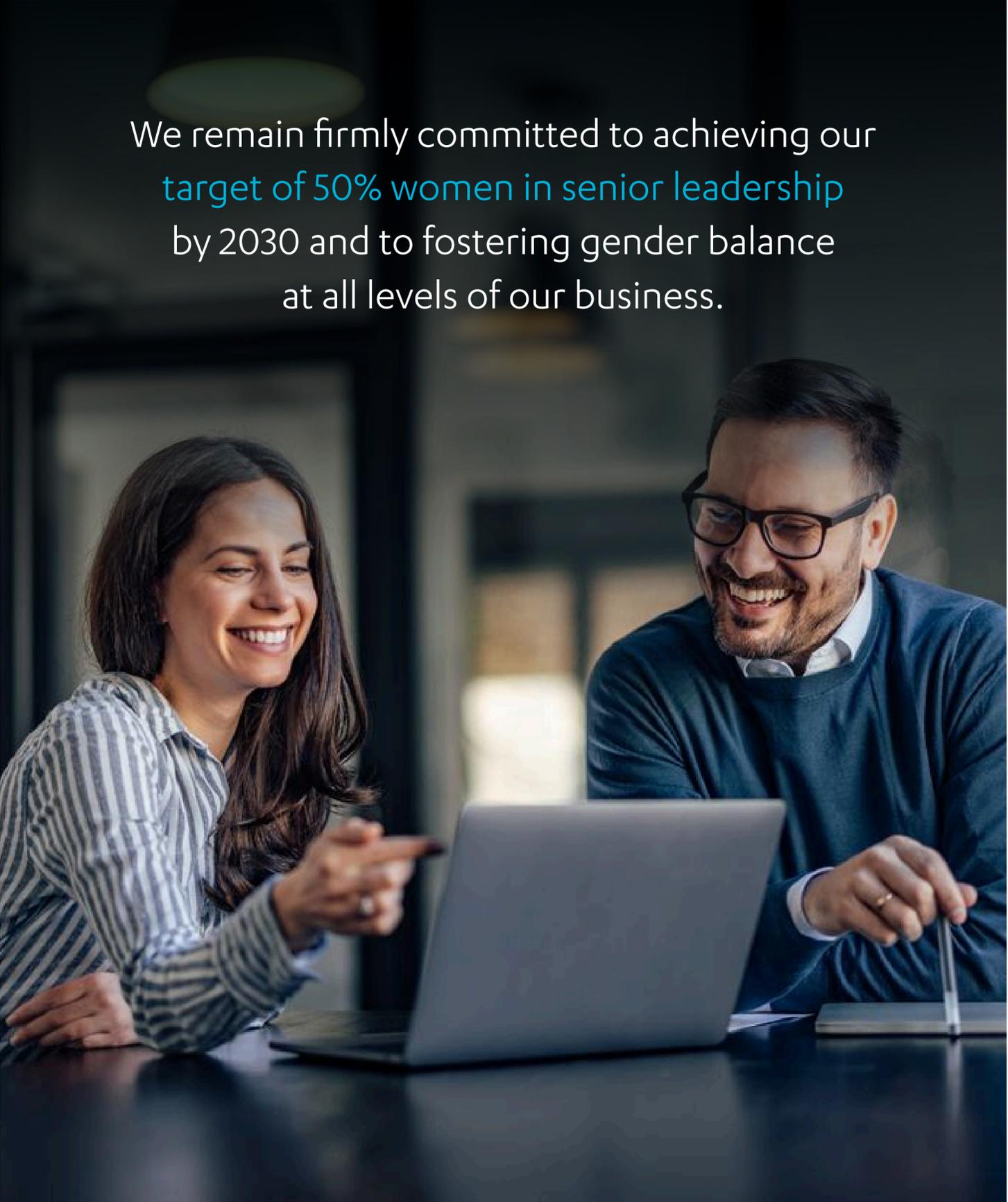
We remain firmly committed to achieving our target of 50% women in senior leadership by 2030 and to fostering gender balance at all levels of our business. Key to this commitment is transparency. Collecting, analysing, and sharing data is therefore vital. Without it, we lack the necessary insight to fully understand what is happening. Gaining a clear picture allows us to make better-informed decisions and enhances the effectiveness of our diversity-focused policies and initiatives.

We are determined to deliver the sustainable long-term approach that will allow Arrow Global to become an organisation where everyone can thrive. We are excited to continue this work and will update you on our progress.



Jan Wade
Chief People Officer

I can confirm that the information contained in this report is accurate.



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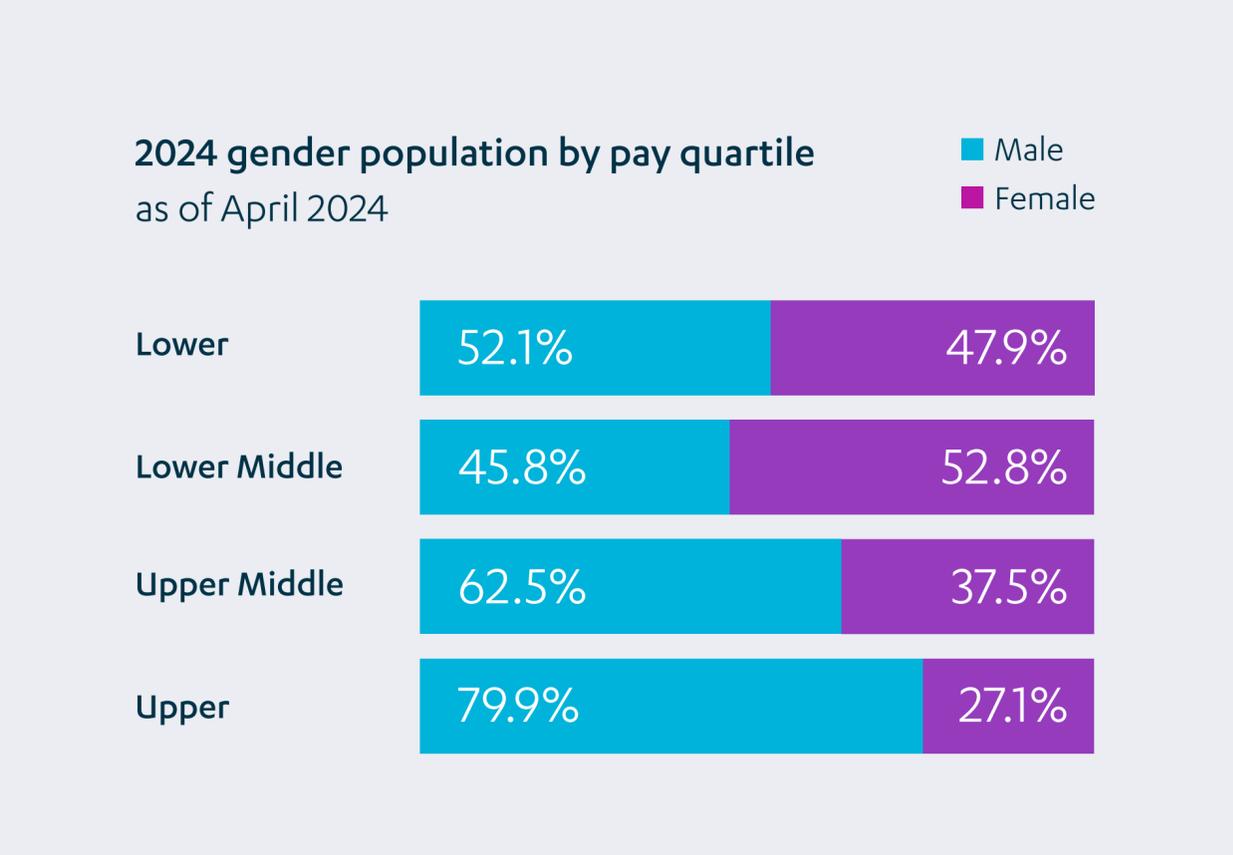
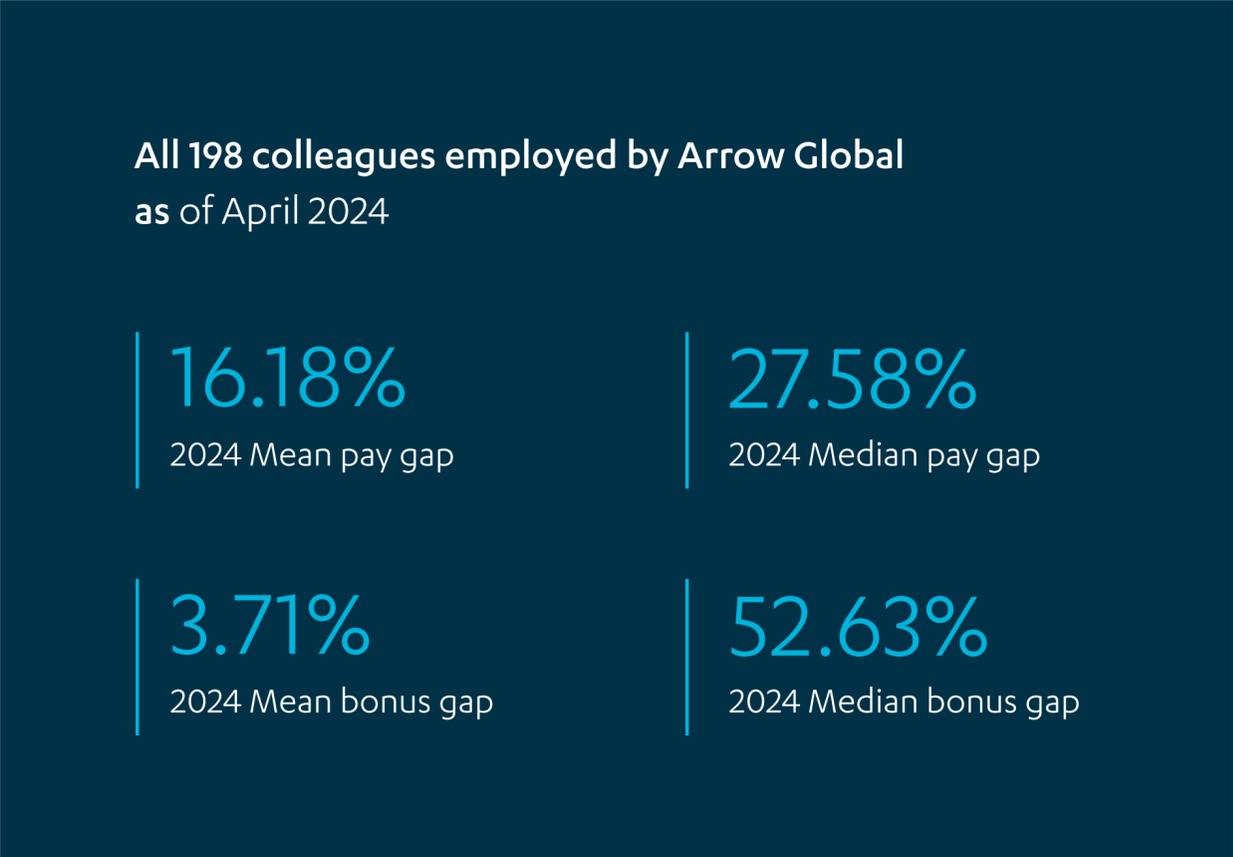
2024 Gender Pay Gap UK Summary

Following a marked rise in female representation within the upper pay quartiles, we're pleased to report a significant reduction in our mean gender pay gap for 2024, which now stands at 16.18%.

Furthermore, we've successfully reduced the mean bonus gap, which now stands at 3.71%, a substantial decrease from 26.44% in 2023. This improvement is attributed to the recruitment and promotion of further senior female talent into leadership roles.

While these results are positive and reflect our ongoing commitment to promoting diversity, equity, and inclusion across the organisation, the progress made is partly due to proportional hiring practices during this period. However, our preliminary calculations for 2025 suggest that these figures are likely to moderate closer to the 2023 baseline level (circa 25%). This is partly attributed to the inclusion of new male hires in 2023 who received a pro-rata bonus. We anticipate that such fluctuations will continue as our organisation continues to scale and grow.

While these results demonstrate progress, it's crucial to acknowledge that challenges remain within our industry and that vigilance in monitoring and addressing gender pay gap data is essential. As we continue to track and assess our progress, ensuring transparency and accountability will be key to driving meaningful change and fostering an equitable workplace for all.



Progress

As we scale and drive growth, we continue to strategically enhancing our teams with key hires and promotions, placing a strong emphasis on diversity in our candidate pool for every role. We are pleased to see the breadth of talent within our sector and are proud that a significant proportion of our recent senior appointments have been women.

One area that stands out is the growing diversity within our investment teams. We are committed to championing female investment professionals by creating opportunities for networking and mentorship across the organisation.

Investing in our team culture is central to our success, and we are dedicated to fostering an environment that supports professional development. In 2024, we introduced partnerships with InRev, everywomen IMMERSIVE programme and LGBT Great to offer development and training tailored to a variety of career aspirations. These initiative reflects our commitment to empowering our people and helping them grow within the organisation.



The **everywoman** IMMERSIVE programme was a rewarding and inspiring experience, thoughtfully crafted to address the unique challenges faced by women striving to become leaders in the future. A key highlight was the focus on identifying mentors within Arrow. Having someone to guide and support my journey has been invaluable.



Monica Alexander
Group Information Security Manager

Inclusive policies that support colleagues

We are committed to actively shaping a workplace culture that prioritises the support and well-being of our colleagues. As part of the ongoing transformation of our business, we continued to refine our UK people policies last year, offering greater flexibility at every stage of our colleagues' careers. These improvements expanded maternity, paternity, adoption, surrogacy, shared parental leave, sick leave, and bereavement leave, demonstrating our unwavering commitment to diversity and ensuring that colleagues have the support they need during key life events.

Additionally, we introduced carers' leave and neonatal leave over the past year, and are working to deliver new policies focused on menopause and transitioning at work. These initiatives further reinforce our commitment to fostering an inclusive and supportive environment where all colleagues feel valued and supported.

Supporting early careers

We are dedicated to further broadening the diversity of our workforce at Arrow Global, from entry-level positions onwards. We proudly continue our participation in the 10,000 Interns Foundation initiative, providing opportunities for young black people in England and Wales through paid internships with Arrow and other organisations across various sectors. We also offer internships to A-level students and school leavers from diverse socio-economic backgrounds. In 2024, 50% of these positions were filled by female candidates. Through our partnership with Junior Achievement Europe, we are empowering the next generation of young talent, equipping all young minds, regardless of background or gender, with the skills and confidence to succeed in the workforce.



Being part of Arrow's apprenticeship scheme, working in the central legal team, has been an incredible journey. I've gained practical experience, honed essential skills, and had the opportunity to learn from experienced colleagues. The support and guidance I've received have helped me grow professionally, and I feel more confident about my future and my career in financial services.



Claudette Namutenda
Paralegal





Giving our colleagues a voice

Our global colleague networks play a vital role in enhancing our workplace culture and strengthening an environment that celebrates diversity, equity, and inclusion. With a focus on five key workstreams—Culture and ethnicity, Disability and neurodiversity, Gender, LGBTQ+, and Life stages (e.g. mental health and well-being, financial well-being, and colleagues with caring responsibilities)—these networks are designed to foster meaningful engagement, support, and personal growth. By continuing to nurture these initiatives, we ensure that every colleague has the opportunity to connect, support one another, and thrive within our organisation.



We are committed to building an inclusive environment where colleagues, however they identify and whatever their background, can thrive. Our global colleague networks are central to this commitment, providing a platform for meaningful engagement and support across diverse workstreams.



Jan Wade
Chief People Officer

Defining the gender pay gap

What is the gender pay gap?

The Gender pay gap shows the difference in the average pay of men and women across an organisation regardless of their roles or industry sectors. The statistics can be affected by a range of factors, including the different number of men and women across all roles right across the workforce.

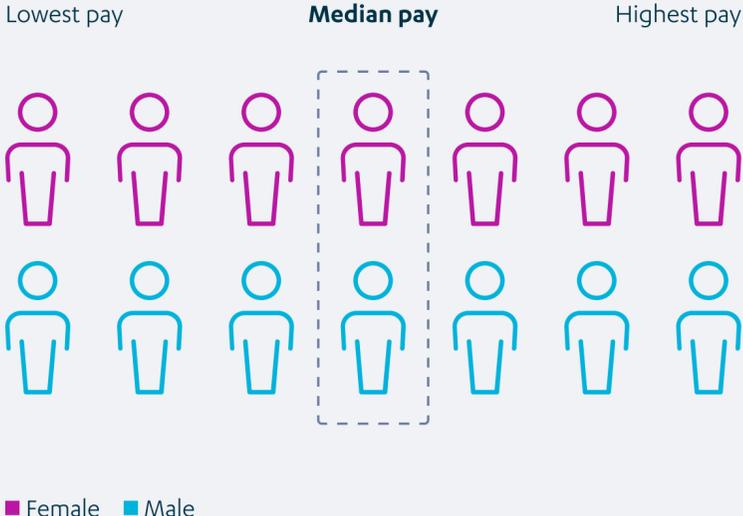
Gender pay is different from equal pay. Equal pay legislation is about men and women receiving equal pay for the same jobs, similar jobs or work of equal value.

How we measure our gender pay gap

Under the UK Government’s Gender Pay Regulations, employers in the UK with 250 or more employees must report their gender pay data. Arrow has taken the decision to voluntarily report all its UK employees, including those in entities below 250 in size.

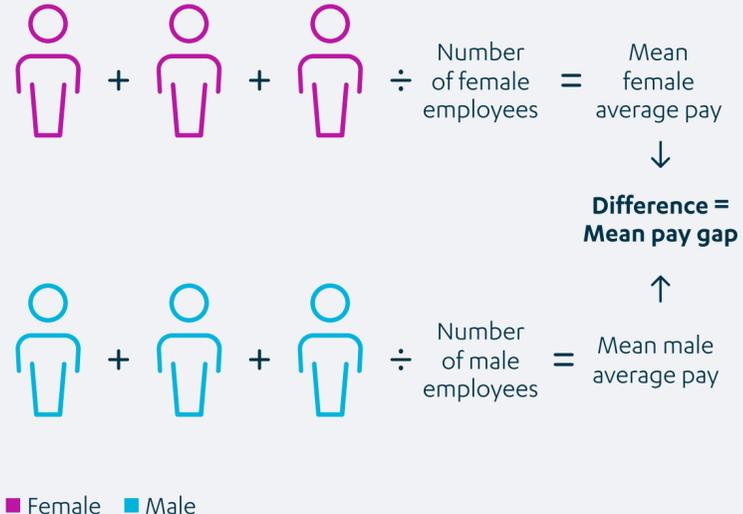
Median pay gap

The median represents the middle point of a population. If you lined up all of the women at a company and all of the men, the median pay gap is the difference between the hourly rate of pay for the middle woman compared to the hourly rate of pay for the middle man.



Mean pay gap

The mean gender pay gap is the difference between the average hourly rate of pay for women, compared to the average hourly rate of pay for men, within a company.



Navigating the EU Directive on Pay Transparency

The European Pay Transparency Directive aims to address the ongoing gender pay gap in the European Union by improving the transparency with which employers publish reward data.

This directive aims to enhance transparency throughout employment by imposing several key obligations on employers.

Key aspects of the directive:

- ▶ Pre-employment pay transparency based on role
- ▶ Transparency of pay setting and pay progression policy
- ▶ Right to information, for example, on individual and average pay levels, which are broken down by gender for categories of employees performing the same (or equivalent valued) work
- ▶ Reporting obligations on the (median) gender pay gap
- ▶ A shift in the burden of proof and an obligation on the employer to disclose evidence.

Arrows Approach

The Directive means there is a greater need to compare the pay and reward levels of individuals performing comparable roles at a more granular level. We welcome this move. Arrow Global has a diverse team across seven European countries, each with unique market conditions. The Directive will result in pay reporting that better identifies comparable levels or areas to address.

Our approach to rewards ensures that our team members are fairly compensated based on the market rate for their roles. We also prioritise recognising and rewarding high performance through variable rewards, including bonuses.

As we navigate through the transition period associated with this new legislation, which may involve variations across member states, reporting full group results, regardless of local market levels and legislative differences, may not be informative. Our primary focus remains on evaluating our team members roles relative to local market conditions and internal comparators within each country.

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