

BROWN 
BROTHERS
HARRIMAN

TRUSTEE SERVICES LTD.

Gender Pay Gap Report



OVERVIEW

At Brown Brothers Harriman, we remain steadfast in our dedication to building a workplace where every colleague has the support and opportunity to succeed, regardless of gender or background. Our community's strength lies in our ability to build trusted relationships across our different backgrounds, experiences, expertise, and locations — creating a supportive environment that leads to innovative solutions for our clients and the best workplace for our people.

We publicly share our global diversity demographics annually in our BBH Annual Stewardship Report to provide awareness, highlight progress, and inspire action to achieve greater diversity, equity, and inclusion across the financial services industry. We believe in equal pay for comparable work, not only because it's the law, but also because it is a core value of our firm and a key principle of our compensation philosophy. Our Human Resources team is dedicated to ensuring every colleague's compensation reflects both fairness and performance, regularly reviewing pay to proactively identify and resolve any disparities. Working hand-in-hand with managers, we foster an environment where everyone's contribution is valued and rewarded.

Note, Irish legislative requirements classify gender as either female or male, so statistics are reported on this basis. However, BBH recognizes and supports all gender identities.

UNDERSTANDING THE GENDER PAY GAP

Gender pay gap reporting identifies the difference in average earnings between male and female (for those whose gender is binary), without considering job roles or responsibilities. In contrast to equal pay, which refers to males and females receiving equal compensation for equal work or work of equal value, the gender pay gap highlights differences in overall earnings.

The **gender pay gap** is defined as the percentage difference between the average hourly pay and bonus received by males and females across a workforce. This gap is affected by the distribution of males and females within each pay band (quartile) throughout an organization.

Mean salary pay gap

The average hourly pay difference between males and females.

Median salary pay gap

The midpoint of hourly pay rates for males and females when all are arranged from lowest to highest.

Bonus pay gap

The difference in mean (average) and median (midpoint) bonuses between males and females.

Pay quartiles

Are compiled by arranging the total hourly remuneration for both males and females from the lowest to the highest. This range is then divided into 4 even quartiles: lower, lower-middle, upper-middle and upper, and the proportion of males and females in each quartile is calculated.

Benefits in kind

Percentage of male employees who received any benefits in kind and percentage of female employees who received any benefits in kind.

GENDER PAY AND BONUS GAP

The gender pay gap is affected both by workforce composition and the small number of available top leadership roles. In alignment with the composition of the overall workforce, women are strongly represented across all pay quartiles. There are only a handful of top leadership positions which are presently occupied by males, causing a disproportionate impact on pay gaps.

100% of females met the tenure and performance requirements to receive bonuses while the proportion of males receiving bonuses is less than 100%, largely because newly hired employees must meet tenure requirements before becoming eligible for bonus payouts. The proportion of males receiving benefits in kind is less than 100%, as while all team members have access to private health and dental insurance, not everyone opts in – many decide to decline coverage.

GENDER PAY AND BONUS GAP

ENTITY	YEAR	ALL EMPLOYEES															
		HOURLY REMUNERATION		LOWER QUARTILE		LOWER MIDDLE QUARTILE		UPPER MIDDLE QUARTILE		UPPER QUARTILE		BONUS PROPORTION		BONUS GAP		BENEFITS IN KIND	
		MEAN	MEDIAN	M%	F%	M%	F%	M%	F%	M%	F%	M%	F%	MEAN	MEDIAN	M%	F%
Trustee Services Limited (TSL)	2026	7.2%	7.5%	42.3%	57.7%	26.9%	73.1%	48.2%	51.8%	29.6%	70.4%	87.2%	98.5%	38.1%	29.1%	92.3%	86.6%

ENTITY	YEAR	PART-TIME EMPLOYEES		TEMPORARY CONTRACTS	
		HOURLY REMUNERATION		HOURLY REMUNERATION	
		MEAN	MEDIAN	MEAN	MEDIAN
Trustee Services Limited (TSL)	2026	N/A	N/A	N/A	N/A

Note: Missing fields reflect data sets too small for gap reporting.

- **Hourly remuneration** is based on all forms of monetary remuneration – including bonus
- **Bonus remuneration** includes items such as vouchers as well as annual bonus
- Both **bonus** and **hourly remuneration** are calculated as broad mean and median, with no account taken or adjustment made for role or level
- A positive number indicates a gender pay gap in favour of men; a negative number indicates a gender pay gap in favour of women
- The **quartiles** are defined based on hourly remuneration ranking from lowest to highest, and the percentages of each quartile made up of men and women is set out

ADDRESSING THE PAY GAP

At BBH, we believe in creating opportunities for everyone through fair hiring, growth, and pay practices. We strive to build a welcoming workplace where every person feels valued and respected. By regularly reviewing how we do things, we're working to open doors and keep talented people from all backgrounds growing with us. We strive to achieve fair and balanced gender representation across our organization. We will continue this focus through the implementation of our global Diversity, Equity, and Inclusion strategy.

Compensation practices

BBH's compensation programs are designed to be competitive, blending base salary with discretionary bonuses and profit sharing that reflect firm, line of business, and individual performance. Our approach anchors compensation to the principle of equal pay for comparable work, not only as a legal requirement but as a core value of the firm. Through robust governance and annual market benchmarking using external sources, we strive to ensure our compensation practices are fair and consistent. Managers receive regular training on BBH's compensation philosophy, empowering them to set pay and bonuses equitably based on performance. Annual compensation planning also includes a focused review of pay equity, and individual salaries are audited to promptly identify and resolve inconsistencies. To prevent perpetuating past inequities, we do not inquire about current or prior compensation during hiring for any position, whether internal or external.

Attracting and hiring talent

Attracting top talent from a variety of backgrounds is key to our long-term success. Job descriptions are crafted to be gender-neutral, emphasizing both specialized qualifications and transferable competencies. Standardized evaluation criteria and competency-based interview questions are utilized to promote objectivity and consistency, with interview panels composed of individuals

from diverse backgrounds. All hiring managers participate in unconscious bias training to further mitigate bias throughout the recruitment process. Accommodations are available to all candidates.

Mentoring and development

Our informal mentoring communities across the firm enable leaders to share experiences, discuss challenges, and offer mutual support. Each relationship is uniquely determined by its purpose: to learn a new skill, solicit feedback on ideas, build a broader internal network, or support career progression. Organic relationships are nurtured across our many employee-led communities, such as the Women's Network, Women in Markets, Women in Tech forums, and our additional BBH Affinity Network Communities (BANC).

Leadership programing, technical training and digital learning

Our immersive workshops provide hands-on learning and real-time feedback, helping leaders develop practical skills and collaborate with peers. By focusing on self-awareness and intentional leadership, participants learn to inspire others and build strong business relationships. Subject matter experts lead targeted sessions focused on emerging trends and industry-specific topics, from consulting skills to AI. These experiences bridge skills gaps, foster collaboration, and ensure technical acumen is translated into operational excellence and continuous improvement throughout the organization. Complementing our in-person sessions, our online platform features interactive modules, discussion forums, coaching, and a library of over 2,000 resources covering topics like leadership, problem solving, and communication. We encourage employees to enhance their skills and knowledge for a current or future role by sponsoring professional certifications or formal education, including undergraduate and post-graduate degrees.

Promoting inclusion

We set aspirational gender goals and help leaders understand our progress using workforce data that helps us evaluate our policies and practices to reduce bias and strengthen talent pipelines.

Open to all employees, our 10 BBH Affinity Network Communities (BANC) provide a forum to develop skills and cultural experiences, network, and support key business initiatives while enhancing our workplace and communities. These employee-driven networks foster leadership opportunities and organic collaboration across business lines and locations to strengthen the connections between the firm's internal and external communities.

Throughout the year, the Diversity, Equity and Inclusion office and BANCs host educational events on key topics ranging from inclusive leadership and cultural competency to unconscious bias. By amplifying the lived experiences across our backgrounds and educating on inclusive actions, we foster an environment of belonging for all. We also host trainings designed to prevent harassment and discrimination.

Parents and caregivers

BBH offers extensive support to employees during major life events, ensuring that incentive eligibility is maintained throughout company-paid leave. Employees benefit from 26 weeks of maternity and adoption paid leave, and a minimum of 16 weeks of unpaid leave for all new parents.

Comprehensive health insurance, fully subsidized by BBH, covers fertility treatments, maternity care, midwife services, second-opinion consultations, genetic cancer risk testing, mammogram screenings, and menopause resources. For adoption and surrogacy, our assistance program reimburses 100% of qualifying expenses, up to \$30,000 (or local equivalent) per lifetime, per family.

Through Maven, employees receive expert guidance at every stage of parenthood, with 24/7 access to providers, classes, reimbursement options, and a supportive community. Whether navigating fertility treatments, pregnancy, adoption, surrogacy, menopause or pediatric care, Maven empowers parents with resources and care tailored to their needs.

Alternative and hybrid work arrangements

Alternative and Hybrid Work Arrangements BBH provide our employees with the flexibility to complete their job duties while promoting balance between work and personal commitments. Through a variety of hybrid and flexible work arrangements, part-time, and gradual transition back to work schedules, BBH provides alternative approaches to getting work done through non-traditional work hours, locations, and/or job structures. Our Hybrid Work Policy, which assigns a schedule of at least three days per week in the office and up to two days per week from home, is the default schedule for the majority of roles across the firm where local jurisdictional requirements allow.

Market leadership

We are committed to championing industry-wide gender diversity transformation. BBH is a signatory of the Women in Finance Charter, Ireland, and members of the 30% Club, including participating in their Cross Company Mentoring program. We actively promote diversity across the financial services industry through thought leadership, best practice sharing and peer collaboration forums. BBH's Private Banking CW&W is committed to engaging and supporting women as they create and manage wealth.



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