

IHF LIMITED ('the Company')

Gender Pay Statement

The Company believes that equal pay for equal work is not only a legal obligation—it's morally and ethically just.

Whilst we recognise that the gender pay gap remains a persistent challenge across industries, as an organisation, we are committed to being part of the solution.

We recognise that pay disparities are often rooted in systemic issues such as unequal representation in certain job categories, unequal access to leadership roles, and unconscious bias.

That's why we are taking proactive steps to ensure transparency, fairness, and accountability in our reward practices.

Our commitments include:

- Conducting regular pay audits to identify and address any unjustified gaps.
- Promoting inclusive hiring, mentoring, and advancement opportunities for all employees in accordance with our Policy on Diversity, Equality and Inclusion.

We understand that closing the gender pay gap takes a sustained effort, which as a Company, we are committed to at every level of our organisation. This promotes transparency and accountability and fosters an environment of trust.

We are dedicated to maintaining a workplace where everyone is valued equally, regardless of gender, and where reward practices reflect skills, merit and contribution, free from bias.