

**MHR International
(UK) Limited
2022
Gender Pay
Gap Report**



Contents

1. Forword from the Chairman.....	3
2. Message from our CEO.....	4
3. Introduction.....	5
4. MHR – the company.....	6
5. Our results.....	7





1.

Message from the Chairman

At MHR we want to attract the best and brightest talent to our business, regardless of age, gender, disability or ethnicity. We have and continue to work to a principle of equal pay for equivalent roles across our business. As such, addressing any equality imbalance for MHR is about more than just a tick box exercise. It is about ensuring that we maintain focus on equality as part of our culture, having the right recruitment programmes across the business and continuing to invest in both learning and development and wellbeing programmes to support all employees. This will continue to shape the ambitious future growth plans for MHR as well as enabling us to provide all talent with an opportunity to grow and succeed.

Women feature strongly in the leadership of the company and in key roles throughout the business. This by no means suggests that as a business we cannot improve. We still have more work to do to close the gender pay gap. MHR must continually strive to change, to further embrace fairness, equality and diversity, as well as continuing to support every employee.

Jessica Mills
Chairman
14 March 2022



2.

Message from our CEO

At MHR gender parity remains an important part of our Executive and Directors' agenda. Throughout the company we work to make meaningful strides to ensure fairness to all.

Our President and Founder started the company with a principal of employing the right person for the job and paying them for the role and their experience, not their gender. This has been part of the company's DNA since its inception in 1984.

Traditionally more men than women continue to pursue careers in the IT sector. There is a national and well documented shortage of qualified and experienced females for technology roles such as Software Engineering, Software Architecture and Cyber Security. This is reflected at MHR with a higher proportion of men in senior and technical roles. The pay gap is due to the fact that women hold fewer senior roles, as can be seen by the figures in the lower middle, upper middle and top quartiles.

MHR are committed to fairness and equality and while some improvement in the equalisation of the median gender pay gap has been achieved during the 12 months ending 5 April 2021. MHR continue to work towards reducing the gender pay gap further by ensuring equal participation of men and women at all levels, in all areas with equal access to recognition, reward and career progression opportunities.

I confirm the data reported is accurate.

Anton Roe
Chief Executive
14 March 2022



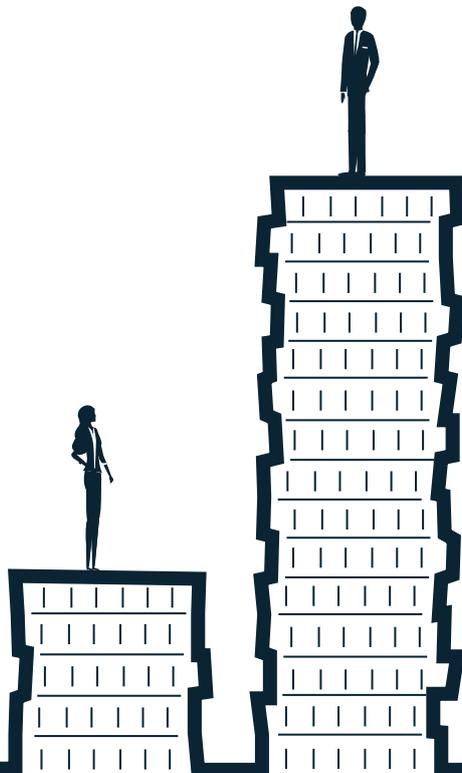
3.

Introduction

In April 2017 UK legislation came into force that stated that employers with more than 250 employees are required to publish their gender pay gap. MHR has taken a leading position on ensuring transparency on this topic for some time.

What is the gender pay gap?

The gender pay gap displays the difference in the average hourly rate of pay between women and men in an organisation. The methodology and calculation is set out by the Government Equalities Office to report mean and median gender pay gap, bonus gap, and distribution across pay quartiles. It is shown as a percentage of average male earnings.



4.

MHR – the company

Founded in 1984, MHR provides innovative HR, payroll and finance software and services. An independent family-owned business with a workforce of **717** employees on 5 April 2021.

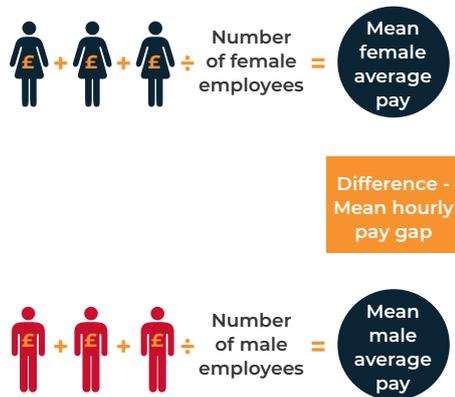
MHR readily complies with the statutory provisions regarding gender pay gap reporting. This involves us carrying out six calculations and publishing the results each year. We have calculated the relevant figures for MHR, set out below, using the mechanisms that are set out in the relevant legislation. These figures have been verified and checked to ensure their accuracy.

How our figures are calculated

The gender pay gap is different from the topic of equal pay, which refers to the right for men and women to be paid the same amount for the same job. This is governed by the Equality Act.

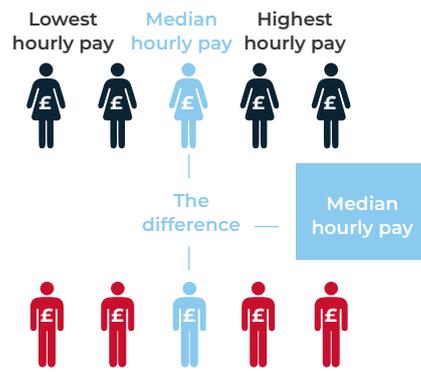
The calculation methodology is set by the Government Equalities Office and must be adhered to by companies to report on their mean and median gender pay gap, bonus gap, distribution across the quartiles.

How we calculate the mean gap



● Male ● Female ● Mean

How we calculate the median gap



● Male ● Female ● Median

The gender pay gap is influenced by a number of factors but as you will see from MHR's reporting this is often influenced by the lack of women in senior positions, which can be heavily dictated by the industry the company operates in.



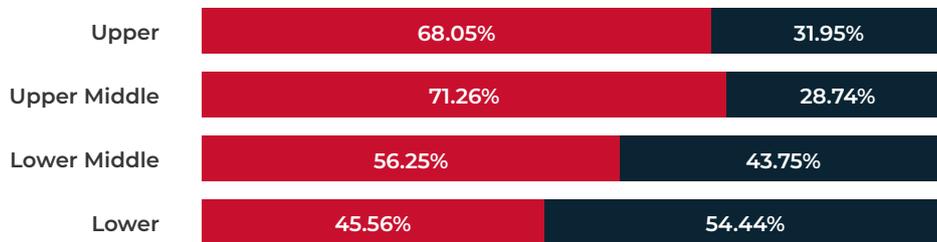
5.

Our results

Pay quartiles are calculated using four quartiles. There are **677** full pay relevant employees which is made up of **264** females (**39%**) and **413** males (**61%**).

MHR has relative parity across the lower middle and lower quartiles, but less so for the upper quartiles as typically the more senior, technical roles are occupied by men. MHR are actively recruiting across the complete organisation ensuring we have the right person for the job. Since our last report we have added two females to our board, and appointed a female Chairman.

● Male ● Female



Unit: Percentage (%)

Our Management Graduate program is currently 71% female, and these are our managers and leaders of the future. In addition over the last year we hired 137 new people, of which half were female.

Management graduate gender breakdown

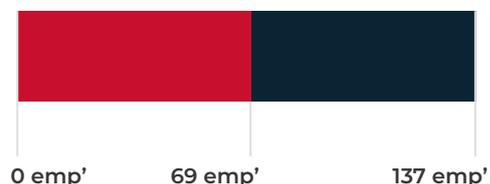
● Male ● Female



Unit: Percentage (%)

MHR employee gender breakdown

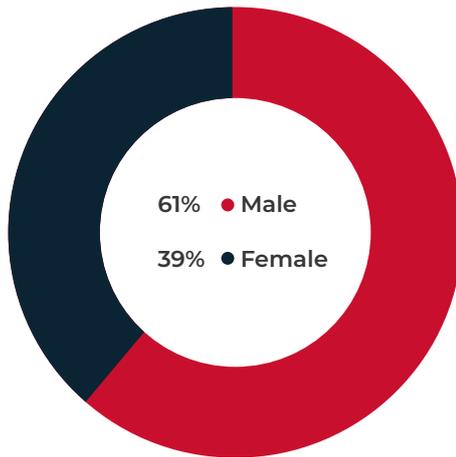
● Male ● Female



Unit: Numbers of employees (emp')

Females in the workforce

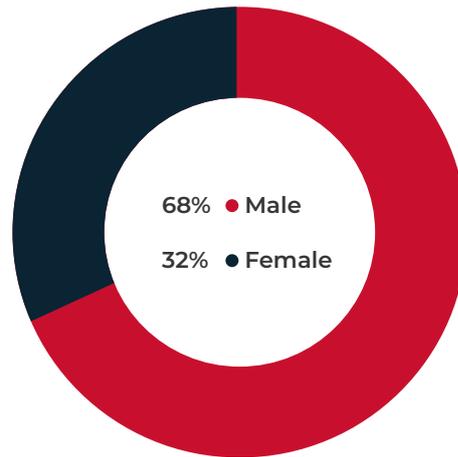
Males vs females
at MHR



Unit: Percentage (%)

As a technology company, we naturally see a leaning towards a male workforce as the industry has a shortage of women with engineering skills. We actively look to recruit females in these roles and work with networks such as 'Women in Tech' to drive more interest in this space. The graduate management image on the prior page illustrates how we are working to close this gap.

Females in
the upper quartile



Unit: Percentage (%)

MHR has a similar skew that appears across the industry, however the Board composition of MHR is significantly more weighted towards females than other comparable companies, with a 40/60 split of females versus males. To support this, we ensure that we have wellbeing support, learning programs and active outreach within the market to ensure we are closing this gap.

Hourly pay

13.19%

Mean

The **mean pay variance** shown is the difference between the average hourly pay of men and women

16.79%

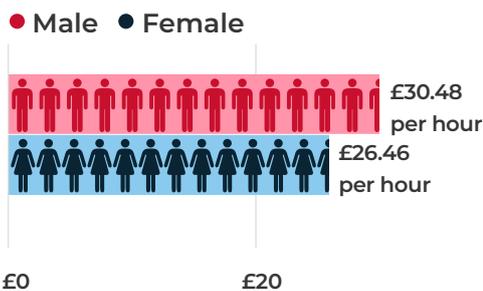
Median

The **median pay variance** shown is the difference between the midpoint in the ranges of hourly pay of men and women

The hourly gender pay gap is the difference (Mean and Median) between the average hourly rate of pay of male employees and the average hourly rate of pay of female employees across the organisation.

As a company we are constantly reviewing the disparity of salaries between male and female employees and this can be shown in the difference between our report this year and that of last year.

Mean hourly rate



Unit: Pound sterling (£)



Median hourly rate



Unit: Pound sterling (£)



Bonus pay

19.90%
Mean

The **mean bonus pay** variance shown is the difference between the average bonus pay of men and women

36.64%
Median

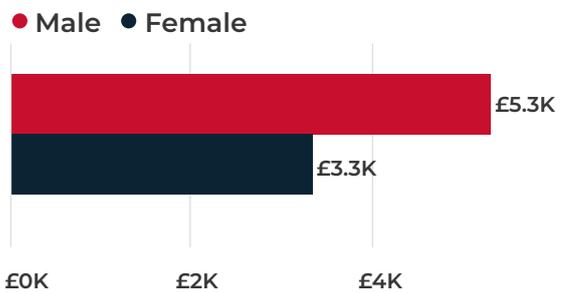
The **median bonus pay** variance shown is the difference between the midpoint in the ranges of bonus pay of men and women

Mean bonus pay



Unit: Pound sterling (£)

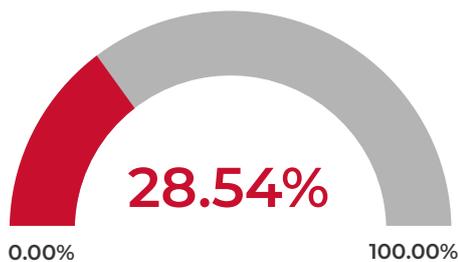
Median bonus pay



Unit: Pound sterling (£)

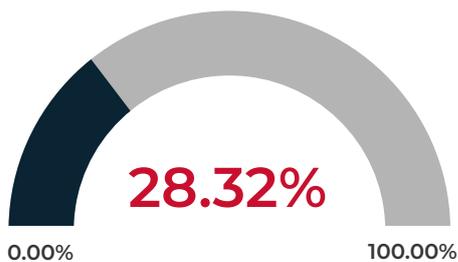
Bonus data includes employees who receive performance, bonus or commission payments. The gender bonus pay gap is the difference between the average bonus paid to male versus female employees. This is expressed as a percentage of the bonus paid to male employees.

Receiving bonus – male



Unit: Percentage (%)

Receiving bonus – female



Unit: Percentage (%)

Our results

We have been transforming the way people work since 1984. Our innovative HR, payroll and finance solutions are used by thousands of customers in the UK and overseas. We develop ground-breaking, user-friendly products and services that save time and money while engaging users. We currently administer and process the pay of 10% of the UK workforce. And we do it with 99.999% accuracy.

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