



**MHR
International
(UK) Limited
2025 gender
pay gap report**



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Message from our Chairman

At MHR, our mission has always been to achieve sustainable high performance, and reducing our gender pay gap is a crucial part of that. By doing so, we will create an inclusive environment where talented individuals can contribute to shaping our future.

This means we are moving against the norms in the technology industry, as we always have done. 26% of employees in the industry are women, compared with nearly 40% of our employees. There will always be opportunities for improvement. While two members of our executive board are women, and we have a growing number of female directors across the business, there are still gaps when it comes to women in leadership positions across the company.

However, I'm pleased to see that at an entry level, we have seen a significant increase in female representation. This means that our strategies to bring more women into the sector are starting to take hold. We will continue to work with organisations like Women in Tech and other community outreach programmes to build up this long-term approach. We'll also continue investing into training opportunities that will support women in advancing their careers with us.

This will take our continued time and commitment; however, I believe the results are beginning to show and will be more than worth it.

Jessica Mills, Chairman
MHR International.

CEO statement

At MHR, we are committed to driving meaningful progress in gender diversity within the technology industry. While we recognise the long-standing challenges in attracting and retaining women in this field, we are proud to be performing at or above industry standards in many areas.

Diversity and inclusion are fundamental to our success, and we see them as key drivers of sustainability—one of our core values. However, we know there is more to be done. We are actively working to increase the representation of women in leadership roles.

Equality of opportunity has been central to our mission since 1984, and we remain dedicated to fostering an environment where everyone can thrive. As we continue to deliver innovative software solutions worldwide, we are equally committed to empowering our people to reach their full potential.

I can confirm the data in this report is accurate.



Anton Roe, CEO,
MHR International.



Introduction

Since 2017, organisations with over 250 employees have been required to annually publish their Gender Pay Gap (GPG) and Gender Bonus Pay Gap (GBPG).

The GPG is a high-level snapshot of pay within an organisation and shows the difference in the average pay between men and women in a workforce. The GBPG is the difference in bonus pay for men and women in a workforce.

About MHR

MHR was founded in 1984 as a family-owned private business and has remained so ever since. Our driving goal is to help customers unleash their true potential through market leading HR, payroll and finance software and services. We develop technology that makes the world of work easier and offer services to ensure our customers get a strong return on investment as soon as possible.

With complete financial independence, we have more autonomy than others in the market, giving us more financial freedom and improved sustainability.

What is the gender pay gap?

The gender pay gap is the difference between the average (mean and median) earnings of men and women in the workplace. The figure is expressed as a percentage of men's earnings. It's important to note that the gender pay gap is not the same as unequal pay. Unequal pay is where men and women are paid differently for comparable work. Equal pay has existed for over 50 years since the Equal Pay Act of 1970 was passed.

Gender pay gap reporting doesn't specifically ask who earns what, but what women earn compared with men.

How the figures are calculated

Median vs mean

The median pay gap is calculated by finding the exact middle point between the lowest and highest paid man in an organisation and the lowest and highest paid woman.

A comparison of these two figures is then made. The mean pay gap is calculated by adding up the hourly pay of all the women in an organisation and dividing by the number of women. The same calculation is carried out for men and the two figures compared.

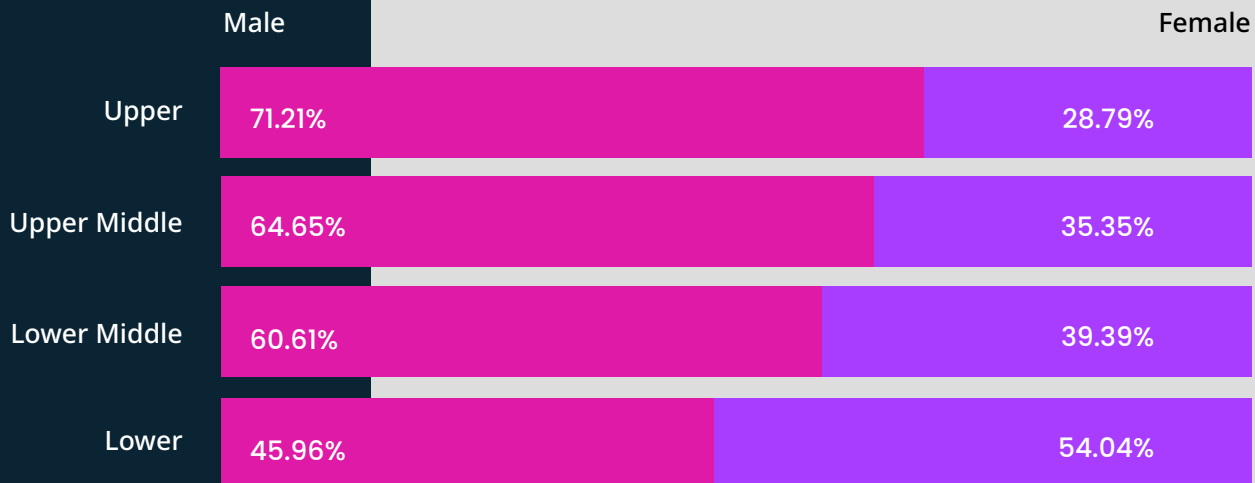
Quartiles

Using hourly pay, quartiles divide the list of earners (from lowest to highest) into four equal groups. This gives a picture of where male and female employees are in the pay hierarchy.

The figures are calculated based on gross ordinary pay (including basic pay, paid leave pay and allowances) An employee on reduced pay for reasons such as maternity leave or any other form of long-term special leave, do not count towards the figures and are excluded from the gender pay gap calculations.

MHR gender pay gap in numbers

The following chart shows gender representation as a percentage in each quartile of the pay hierarchy.

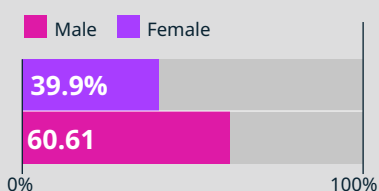


Representation has significantly improved on the lower levels, which indicates our commitment to helping more women start their careers in the technology sector. However, the gap continues to widen as you move higher up, which indicates we still have fewer women in leadership positions.

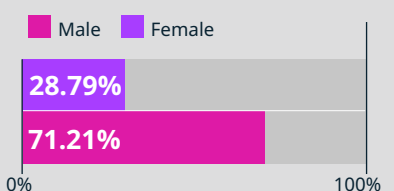
The increase in women in lower positions has an impact on our broader pay gap stats, as more women come into the organisation, this can technically have a negative impact on pay gap reporting until some of those women filter up into higher-paid roles. In the technology sector, female representation is already low, with women largely featuring more in entry-level roles vs leadership roles, which results in lower hourly rates. However, it is important to not lose sight of the fact that while there are many contributors to a gender pay gap apart from unequal pay, unequal pay is still a factor that needs to be considered.

Therefore, we must ensure women are given equal opportunities to grow and develop their careers, which should lead to an improvement in these numbers. Steps are already being taken in this direction, but such developments take time, and positive changes already made are not reflected in 2024's numbers.

Female representation workforce



Females in upper quartile



Hourly pay

Mean: 19.71%

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

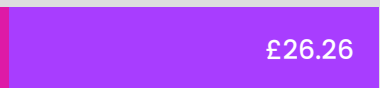
Median: 21.21%

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

Male Mean Hourly Rate



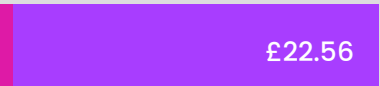
Female Mean Hourly Rate



Male Median Hourly Rate



Female Median Hourly Rate



These stats indicate that the average hourly pay for men is 19.71% which is a small decrease from last year. This suggests that hourly rates are growing closer together.

Given the male mean hourly rate has decreased, this could reflect a number of economic factors at play, including cost of living adjustments, inflation and preparing for national insurance increases, ensuring spending is more rigorously controlled.

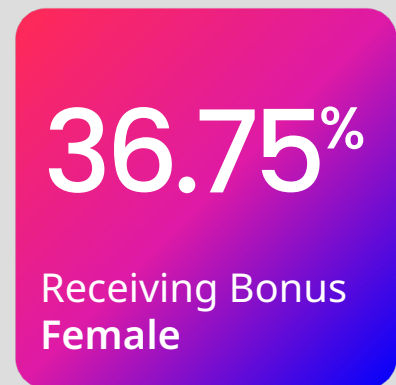
Bonus pay

Mean: 47.59%

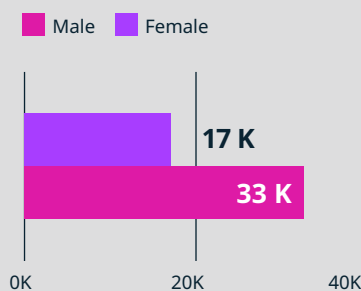
The mean bonus pay variance shown is the difference between the average bonus pay of men and women.

Median 62.68%

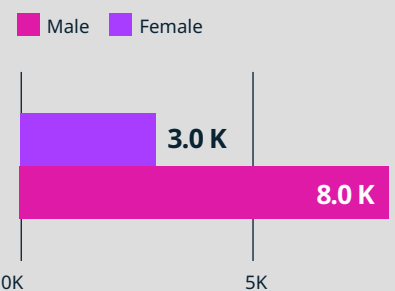
The median bonus pay variance shown is the difference between the midpoint in the ranges of bonus pay of men and women.



Mean Bonus Pay



Median Bonus Pay



The mean bonus pay has not significantly changed from last year. The median has increased, which suggests that men receive a higher value of bonus compared to women.

Evidence shows that Sales continues to be a male-dominated industry, exacerbating the gender divide present in the tech sector. MHR is continuing to take steps to ensure that women are given opportunities in sales above and beyond the industry standard.



About MHR

MHR supports businesses and organisations shaping their futures through these challenging times – increasing workforce adaptability through delivering integrated people management and learning solutions. We help reduce complexity and build business resilience – key to survival and growth. Find out how we can help you position your organisation for the road ahead.



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