



**MHR
International
(UK) Limited
2025/26 Gender
Pay Gap report**



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A message from our Chairman

Since it was founded in 1984, MHR has consistently challenged the norms of the technology industry. I am proud of the fact that 40% of our employees are women, compared to the UK's industry average of just 26%.

Women play a significant role across our leadership team at MHR. Both myself and another member of our executive board are women, and we have five female directors at the company guiding our strategy and growth. Strong representation at senior levels is a priority for us, and we are proud of the progress achieved so far. In 2025, 70 women were promoted across the business, reflecting the strength of our development pathways and the opportunities available to grow and succeed here. As we continue to attract more women into technology through our outreach and early career programmes, we are equally focused on supporting long-term progression through mentoring, leadership development, and clear career pathways.

Since last year, I am particularly pleased to see that female representation in the lower middle quartile has increased from 39.39% to 44.75%, indicating that our efforts are having a positive impact within mid-level roles. This year we have also increased our enhanced maternity leave pay to 14 weeks of full pay, reflecting our dedication to creating a workplace where women are supported.

We are committed to building a diverse culture at MHR, where every employee feels included. Reducing our gender pay gap is a crucial part of that, and we are actively working to build on the progress we have made thus far.

Jessica Mills, Chairman
MHR International.

CEO statement

At MHR, diverse teams strengthen our innovation, performance and long-term success. Increasing female representation across our business is a strategic priority that supports sustainable growth and strengthens our organisation.

Our values of innovation, sustainability, collaboration and trust shape how we develop our people. Through mentoring programmes, structured career development and the work of our Academy, we equip colleagues with the skills and opportunities to progress. We are embedding fairness and inclusion into our processes, including training for hiring managers to support objective recruitment decisions and company-wide learning focused on ensuring equal access to opportunity and removing barriers to progression.

We continue to invest in the future of our industry by welcoming students from local schools for work experience and by supporting 13 apprentices and 7 graduates. By broadening access to technology careers and nurturing early-career talent, we are strengthening our long-term pipeline and creating an environment where individuals can build successful careers based on their capabilities and contributions.

Building an inclusive culture requires consistent action and accountability. We remain focused on delivering meaningful, measurable progress across every level of the business.

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 been a legal requirement 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.

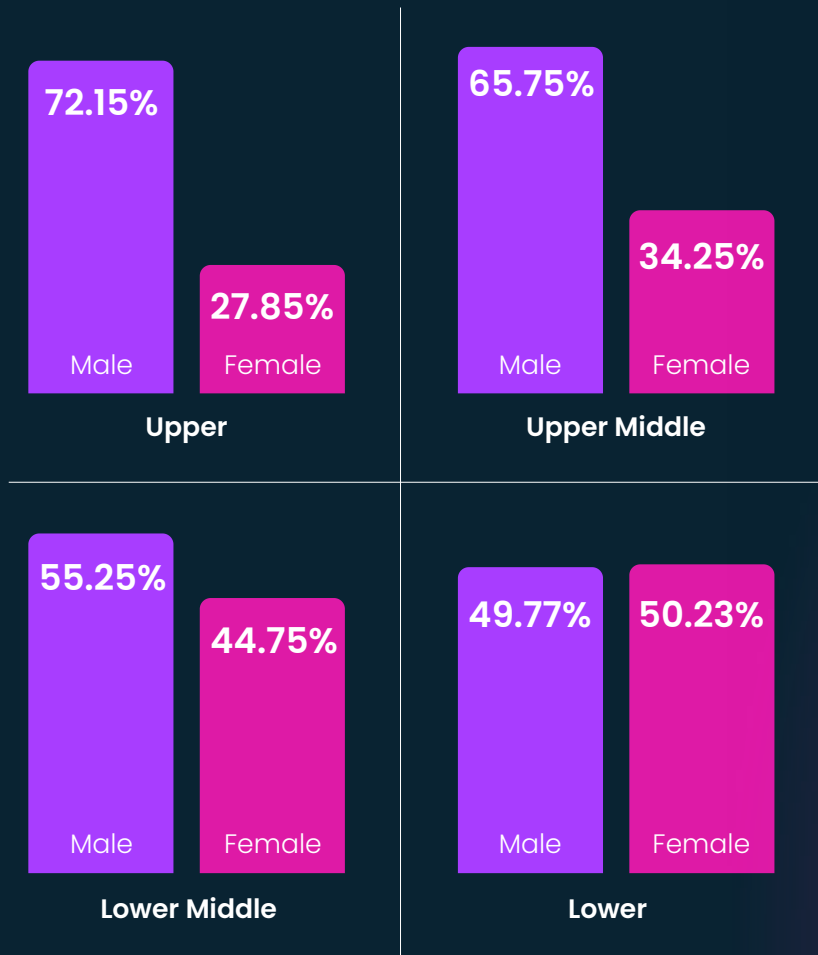
Quartiles

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 does not count towards the figures and is excluded from the gender pay gap calculations.

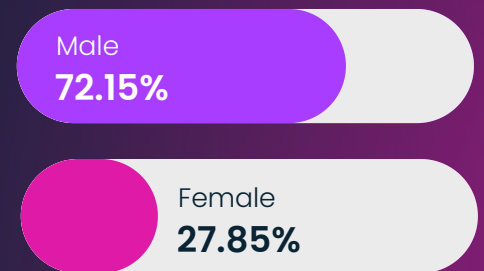
MHR gender pay gap in numbers

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

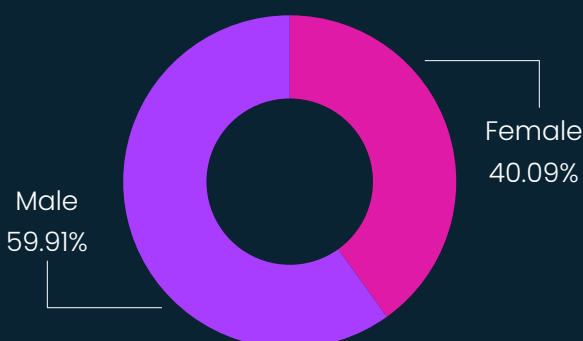


Females in upper quartile

Female representation has improved in the lower levels, which indicates our commitment to helping more women start their careers in the technology sector. However, the gap widens in the upper quartiles, indicating that we have fewer women in leadership positions. We will continue to ensure women are given opportunities to grow and develop long-term careers at MHR, but such developments take time to reflect in the numbers.



Gender representation in our workforce



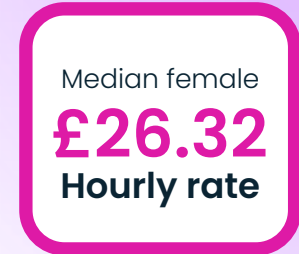
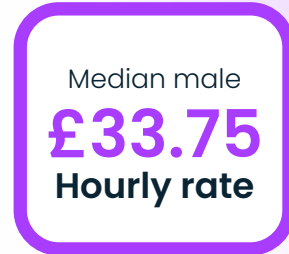
Hourly pay

Mean: 23.08%

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

Median: 22.02%

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



Bonus pay

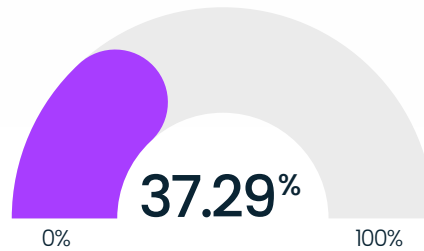
Mean: 47.91%

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

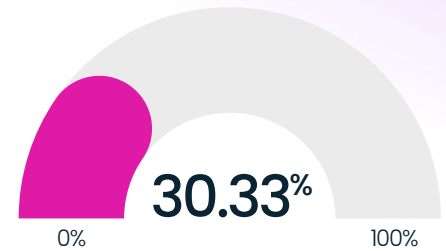
Median 22.70%

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

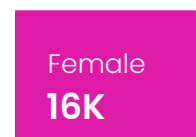
Male
Receiving Bonus



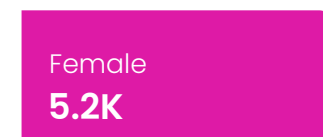
Female
Receiving Bonus



Mean Bonus Pay



Median Bonus Pay



Although the mean bonus pay has not significantly changed from last year, the median has decreased, suggesting that there is less variance between the ranges of bonus pay of men and women.



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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