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# Gender Pay Gap Report April 2025

Now, for tomorrow





Through our Diversity, Inclusion, Belonging and Societal Impact (DIBS) strategy, we are taking purposeful, meaningful steps to removing barriers, open opportunities, and create a workplace where everyone can thrive and succeed. Our progress in narrowing the gender pay gap is encouraging, and whilst we know we have more work to do, our commitment to sustained improvement remains steadfast”

Jane Walker-Smith,  
Global People Services Partner MHA



## Introduction

The UK Government requires all employers with 250 or more employees to annually disclose their gender pay gap using the following metrics:

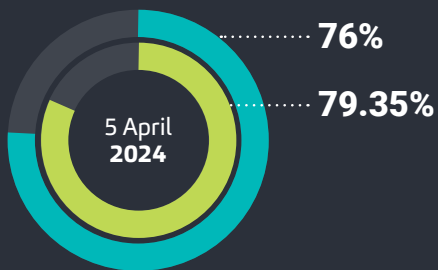
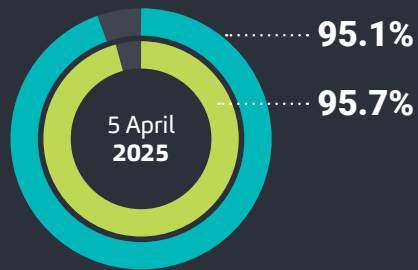
- Mean gender pay gap using hourly pay
- Median gender pay gap using hourly pay
- Mean bonus gender pay gap
- Median bonus gender pay gap
- Proportion of men and women receiving bonuses
- Proportion of men and women in each pay quarter

Accordingly, MHA is sharing its gender pay and bonus gap figures which continue to help us understand how the average earnings of male and female employees working at MHA differ. The data in our gender pay analysis is a snapshot on 5 April 2025 and has been calculated using the standard methodologies set out in the Equality Act 2010 (gender pay gap Information) Regulations 2017.

## Understanding the Gender Pay Gap

The gender pay gap is different from equal pay. Equal pay ensures that men and women performing the same or equivalent work are paid the same, whereas the gender pay gap is a statistical calculation that reflects differences in average earnings across our organisation, driven by representation at different levels and in different roles. Our gender pay and bonus pay gap data is:

Metric	5 April 2025	5 April 2024
Mean gender pay gap	5.8%	8.4%
Median gender pay gap	2.6%	6.4%
Mean gender bonus gap	-10%	32.8%
Median gender bonus gap	0%	-4%

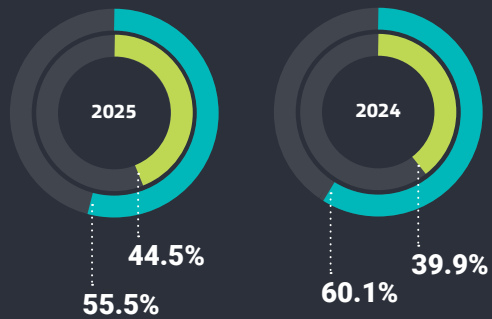


- Proportion of male employees in the firm receiving a bonus
- Proportion of female employees in the firm receiving a bonus

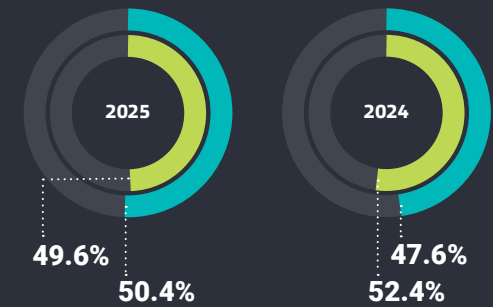
### Pay quartiles by gender

This is the percentage of men and women in each hourly pay quarter (that is, the percentage of men and women in 4 equally sized groups, ranked from highest to lowest hourly pay).

Upper pay quarter

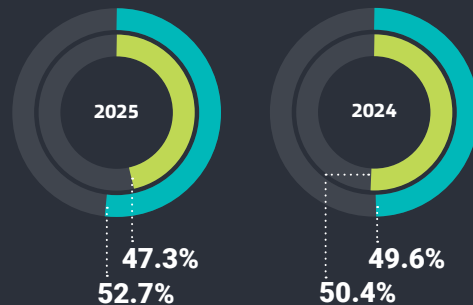


Lower middle pay quarter

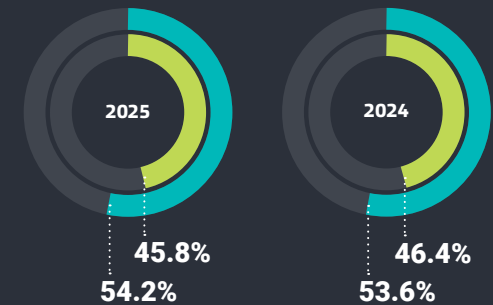


● % of men ● % of women

Upper middle pay quarter



Lower pay quarter



## Key headlines

Over the last 12 months :

- Our mean Gender Pay Gap has decreased by 2.6% since last reporting period. This indicates that average pay levels for women and men are becoming more closely aligned.
- Our median Gender Pay Gap has decreased by 3.8% since last year. This shows improvement at the midpoint of pay, meaning typical earnings between women and men are narrowing.
- The mean bonus gap has moved from 32.8% to -10% in favour of women during the last reporting year as a result of changes in the overall distribution of bonus payments across the organisation.
- Our median bonus pay gap has increased from – 4% to 0%. This means that typical bonus amounts for women and men are now equal.
- The proportion of male and females receiving a bonus has increased since last year with the percentage of those receiving a bonus broadly equal across gender.
- The percentage of women in the upper pay quarter has increased by 4.6%. This shows continued progress in improving female representation in the highest paid roles.



## What are the underlying reasons for the firm's gender pay gap?

As seen across the wider UK labour market, women remain underrepresented in senior, higher paid positions. This is often influenced by structural factors such as greater caring responsibilities, part time employment patterns, and career breaks, all of which can limit progression opportunities. These societal trends are reflected to some extent within MHA. We continue to see more men holding most of the highest paid roles.

## What is MHA doing to address its gender pay gap?

MHA is committed to reducing its gender pay gap.

To date, the steps that the firm has taken to promote gender diversity in all areas of its workforce include the following:

- 1 Promoting the agile working policy within the firm** – The firm's agile working policy makes it clear that employees in all areas and levels of the organisation will be considered for agile working (including core hours and working from home) regardless of their role and level of seniority, and that agile working need not be limited to part-time working.
- 2 Our Gender Equality Network** is one of MHA's employee resource groups. The Gender Equity Network is more than a community group; it is a strategic enabler that helps to drive MHA's commercial and cultural objectives. Its influence is critical to attracting, recruiting, and retaining female talent to the firm. By championing gender equity and providing strategic guidance, the network has played a pivotal role in shaping two of MHA's flagship programmes: Inspire Inclusion and Parity Pathway. In addition, members have partnered with our recruitment team to strengthen our outreach, specifically working with girls' schools across the country.

**3 We have launched Parity Pathway**, a programme designed to support the growth and development of high-potential women at Senior Manager and Director grades at MHA. This programme plays a critical role in addressing our gender pay gap as it seeks to accelerate professional development and boost confidence, thus helping to increase gender representation at senior leadership levels within the firm. The programme includes a blend of group and one-on-one coaching, alongside pre-and post-meetings with line managers to ensure competencies are successfully integrated into day-to-day roles.

We recognise that the impact of this programme will take time; however, we are committed to ensuring that Parity Pathway delivers meaningful outcomes for both participants and the business. We will evaluate the programme by reviewing promotion, engagement, and performance data to measure impact on career development and progression; put in place feedback loops from participants and line managers; and use insights to evolve the programme so it continues to meet the needs of future participants and drive lasting change.

**4 Inclusive Insights** - we have run a diversity data collection exercise with our people. The aim was to gain a clear understanding of our workforce composition. The insights will inform evidence-based decisions to strengthen strategies, policies, and processes. By identifying representation gaps and barriers, we can take targeted action to create fairer opportunities, critical to closing our gender pay gap and driving inclusion across MHA.

Going forward, we will share the insights we have gathered, publishing the data alongside our strategy and action plan.

**5 We launched our DIBS interactive eLearning course** which was mandatory for all staff and new joiners to complete. The training supported our wider strategic commitment to drive inclusion and equity across the firm. The training covered the core principles of DIBS, the business case for inclusion, and an overview of our strategic goals. People learned to identify inclusive behaviours, understand how perceptions are formed, and explored the importance of allyship in creating a supportive and respectful working environment.

Going forward, we will embed DIBS principles into our management and leadership programmes, taking a more tailored approach to equip leaders with inclusive management and leadership skills. This will help them demonstrate role model behaviours which shape culture and understand how they show up, the tone they set, the trust they build, and the impact they have on those around them. By fostering long-term, sustainable learning, we will aim to create environments where talent thrives, key to closing our gender pay gap.

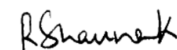
**6 Inspire Inclusion** - building on the success of a pilot, our Gender Equity Network relaunched the Inspire Inclusion Sponsorship Programme. This twelve-month programme is designed to empower and advance women who, as a group, remain under-represented in senior leadership roles. It offers tailored guidance and professional development, creates networking opportunities to build influence and visibility, advocates for sponsees, opens doors to career-enhancing opportunities, fosters cross-office collaboration, and champions gender equity.

Going forward we will be actively monitoring the Inspire Inclusion Sponsor-Sponsee Programme to evaluate its effectiveness and ensure it delivers measurable outcomes that advance gender equity at MHA.

**7 As part of our commitment to DIBS** and our aim to address our gender pay gap, we will be launching a new DIBS strategy. This strategy will aim to embed DIBS into every aspect of our business, ensuring that progress on gender equity is not just a standalone initiative but part of a systemic approach to our growth and culture. Our aim is to focus our efforts on aligning DIBS with our commercial objectives, using data-driven insights to identify and close gaps, and building leadership capability to foster inclusive behaviours. By integrating these principles into our processes, policies, and decision-making, we will aim to create a workplace where everyone can thrive. This is not only the right thing to do, but also essential for attracting and retaining top talent to MHA, meeting our client expectations, and driving sustainable business performance.

Whilst we have made meaningful progress, closing our gender pay gap requires sustained commitment, transparency and continued action. Change will take time, and no single initiative will deliver it alone. We remain committed to reporting annually on the steps we are taking and the progress we are making, because advancing equity is not only the right thing to do, but it also strengthens our culture and supports better outcomes for our people and our business.

I, Rakesh Shaunak, Managing Partner of MHA, confirm that the information in this statement is accurate.



2nd April 2026

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