



# Gender pay gap report

For UHY Hacker Young LLP  
Financial year 2024-25



Helping you prosper

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## Foreword

### Welcome to our third annual report on gender pay equity.

In 2025, we continued building on the progress made through our previous gender pay gap reporting exercises. Our earlier reports provided valuable insight into the structure of our firm and helped us better understand where progress had been made and where further attention was required. Yet, despite the encouraging progress we have seen, our responsibilities remain unchanged and are just as important today as ever. We remain committed to fostering an inclusive and equitable workplace and to being transparent about both our successes and the challenges we continue to address.

Gender pay gap reporting is more than a regulatory requirement; it provides an opportunity for reflection and accountability. It allows us to assess how we are evolving, understand the factors influencing pay outcomes across our firm and ensure that we continue to move in the right direction.

This year's results show a continued shift in our gender pay gap position. Our mean hourly pay gap now stands at -8.49%, with a median hourly pay gap of -10.14%, meaning that, on average, women at UHY Hacker Young LLP earn slightly more than men across the firm. These figures reflect the composition of our workforce and the strong representation of women across a range of senior roles within the organisation.

While this progress is encouraging, we recognise that gender pay gap reporting provides only part of the picture. Ensuring fair opportunity, progression and representation across all levels of the firm remains an ongoing priority. Although the steps we have taken have moved us in the right direction, achieving meaningful and lasting progress will continue to require sustained focus and long-term commitment. At UHY, we remain focused on holding ourselves accountable and continuing to build a workplace where everybody has the opportunity to succeed.

At our firm, we hold our purpose, **helping you prosper**, at the heart of everything we do; it is a guiding light for our people, our services and, importantly, our firm as a whole. We are driven by the desire to promote prosperity in all its guises and to ensure everybody is valued and celebrated. While I am proud of the steps we have taken so far on this journey, I also acknowledge that there is no quick fix. It is our collective responsibility to advocate for gender equity and work together to build an organisation and society where pay disparities are a thing of the past.

Reporting on the gender pay gap is not a simple tick-box exercise for us but an ongoing commitment to inclusivity and fairness. It represents our willingness to take meaningful action to ensure every member of our UHY family is not just paid fairly but that we have an inclusive and diverse mix of genders at all levels of our organisation. We will continue working closely with our teams to understand their experiences, learn from their feedback and adapt our approach to drive sustained progress.

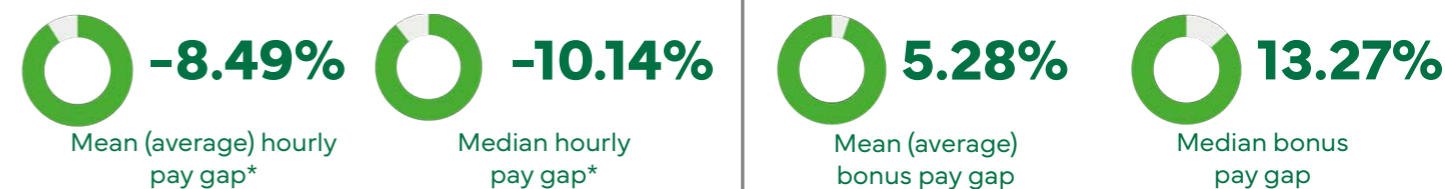
This report provides an overview of our current gender pay gap position and serves as a reflection of our commitment to improvement.

As we report on our progress annually, we remain dedicated to creating a workplace that champions gender equality, not just in policy, but in practice.



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### Our results at a glance



\*Negative figures indicate that, on average, women at UHY Hacker Young LLP earn more than men.

## Our purpose and values

**Our commitment to our values and culture is driven by our purpose – helping you prosper – a purpose that gives real meaning to everything we do.**

We understand that prosperity is something unique to each individual, and so we are committed to understanding everybody's own definition of prosperity and supporting them in achieving it. We do this through regular catch-ups and appraisals and by creating an environment where our people feel supported to grow and develop. These conversations help ensure that UHY remains a great place for everybody to work.

We understand that reducing our gender pay gap is not just a matter of policy or requirement; it is about our core values and behaviours being brought to life through action. This applies not only to financial outcomes but also to career development opportunities, ensuring transparency and respect for everybody. Through our purpose, values and behaviours, we have created an environment where each member of our team, regardless of gender, has the chance to thrive and reach their full potential.

To bring about lasting, positive change, we worked collaboratively with our people to develop a set of values that genuinely represent what we stand for at UHY. Now firmly embedded across the firm, these values have become an integral part of how we operate day to day, shaping behaviours, decision-making and the way we work with one another and our clients.

Our Values Forum, made up of volunteers from across the firm, continues to play an important role in championing these values and ensuring they remain relevant as we evolve. Through initiatives such as our quarterly values recognition programme and their integration into appraisals and development conversations, we actively celebrate and reinforce the behaviours that underpin our culture and support a consistent and inclusive experience for all.

Reducing our gender pay gap is not simply a matter of policy or reporting requirements; it is about our values and behaviours being brought to life through meaningful action.

### Make progress

We are passionate about making progress to deliver above and beyond. We pledge to invest in our people, their skills and their future as we continue to embrace change and develop our business and the way we work with our teams and clients.

### Be present

Driven by our commitment to honesty and integrity, we seek to always engage fully and commit to providing a consistently high-quality service throughout the work that we do with both our teams and clients.

### Enjoy it

Ultimately, we love what we do and understand that to help each other and our clients prosper, we need to commit fully and enjoy our work. We are not afraid to speak our mind and to challenge thinking to ensure we add value each day.

### Live empathy

We seek to put ourselves in other's shoes to ensure we work together with real understanding and empathy. This will help us to build close working relationships whilst always ensuring strong regulatory compliance.



## Understanding gender pay

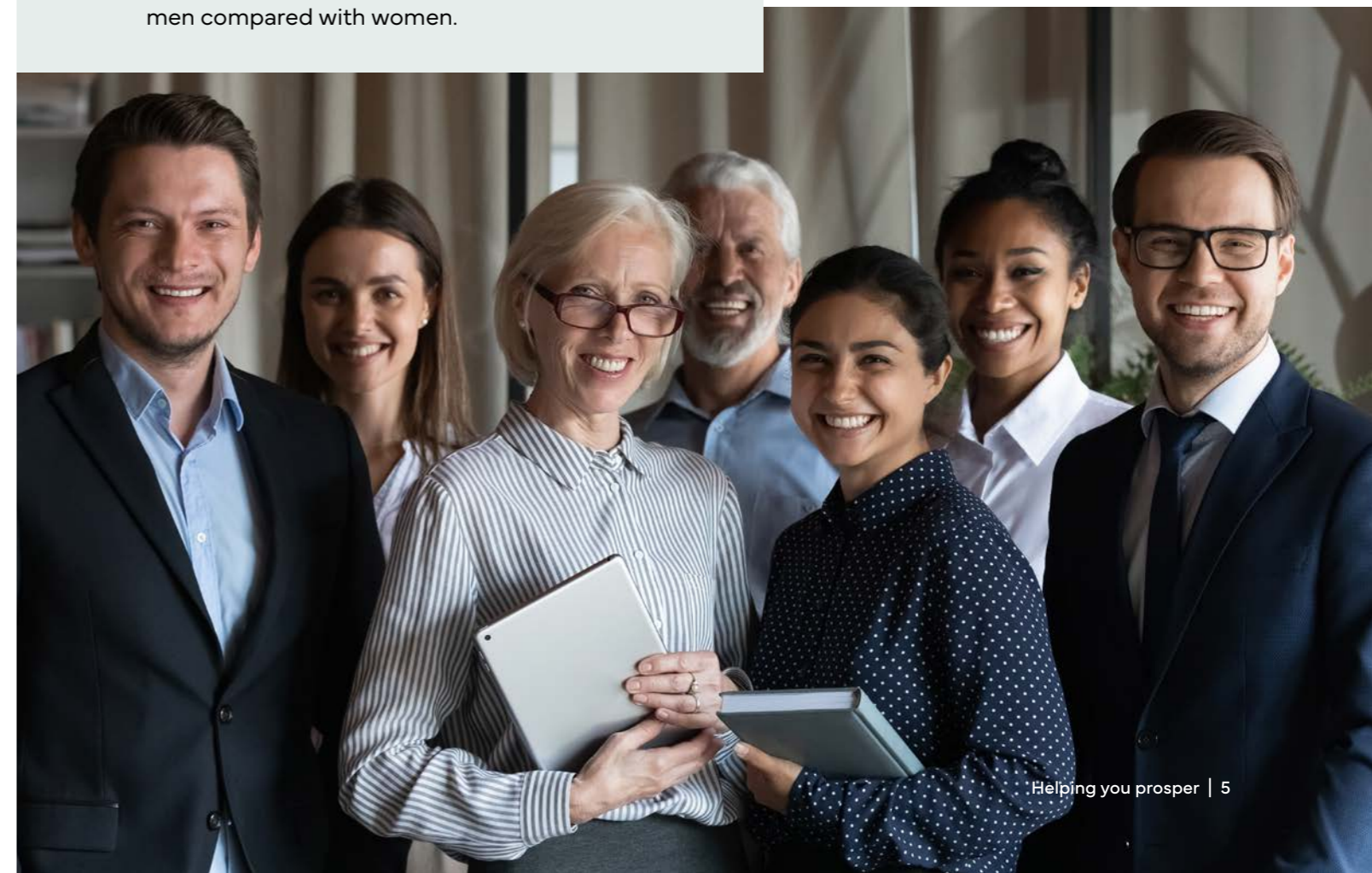
In recent years, we have seen the introduction of gender pay gap reporting, a requirement for organisations with 250+ employees to analyse and publish the pay differences between men and women. By reporting on key factors such as salary, job roles and levels, bonuses and benefits, organisations can identify disparities and take appropriate action to address them and close any gaps, helping to promote equality and inclusivity.

In simple terms, the gender pay gap is the difference between the average pay of men and women in an organisation. More specifically, it is the difference between the mean (average) and median earnings of men and women across an organisation, expressed as a percentage of men's earnings. Reporting on this provides a framework through which gender pay gaps can be identified and understood, allowing organisations to consider constructively why they exist and what action may be needed to address them.

It is important to note that the gender pay gap is not the same as equal pay, though the two are often confused. An organisation can have a gender pay gap without having an equal pay problem. This is often because men may hold a greater proportion of senior or higher-paid roles within an organisation, which can increase the overall average earnings for men compared with women.

Through gender pay gap reporting, we remain committed to transparency and fairness, continually reviewing our practices to ensure employees are rewarded equitably and that opportunities for progression are accessible to everyone.

Equality, diversity and inclusion form an integral part of our culture at UHY, and we continue working to embed these principles across all areas of our organisation, ensuring they are reflected in our policies, processes and day-to-day behaviours.



## Reporting our gender pay gap

The following tables present UHY's gender pay gap results for the 2025 reporting period, calculated in accordance with the UK Government's gender pay gap reporting regulations.

### Hourly pay

Pay Quarters	Men	Women	Total FPRE
1 - Upper (Highest)	48.5%	51.5%	66
2 - Upper Middle	53.0%	47.0%	66
3 - Lower Middle	54.5%	45.5%	66
4 - Lower (Lowest)	60.6%	39.4%	66
<b>Total FPRE</b>	<b>143</b>	<b>121</b>	<b>264</b>



At present, UHY Hacker Young LLP is comprised of 54.2% men and 45.8% women. Our pay quartile table shows that women are slightly more represented in the upper pay quartile, while men represent a larger proportion of employees in the lower pay quartiles. This distribution continues to influence our overall pay gap position.

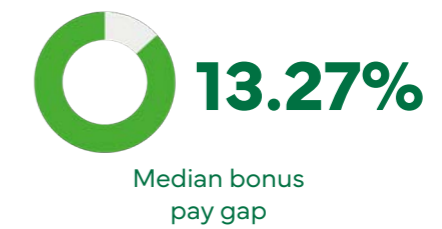
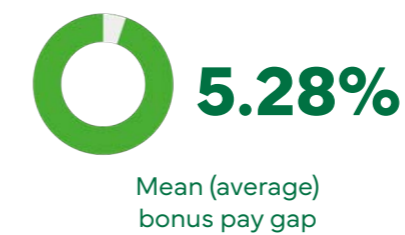
Our mean average gender pay gap for hourly pay stands at -8.49%, indicating that women are paid 8.49% more than men on average. This means that for every £1 a man earns at UHY, a woman earns approximately £1.08.

The median gender pay gap using hourly pay is -10.14%, meaning that women earn 10.14% more than men at the midpoint of the pay distribution. In practical terms, this means that for every £1 a man earns, a woman earns approximately £1.10.

These results reflect the current composition of our workforce and the representation of women across a number of senior roles within the firm. They also demonstrate a continuation of the trend identified in last year's report, where women's average earnings have exceeded those of men.

### Bonus pay

Bonus	Total RE	Receiving Bonus	Receiving Bonus %
Men	147	34	23.1%
Women	124	46	37.1%
<b>Total</b>	<b>271</b>	<b>80</b>	<b>29.5%</b>



Our bonus pay table shows that 29.5% of relevant employees received bonuses. This figure is influenced by the firm's bonus eligibility criteria, whereby only employees at assistant manager level and above qualify.

Breaking down the figures further, 23.1% of men and 37.1% of women received bonuses during the reporting period.

Our results show a 5.28% mean bonus pay gap, indicating that women received 5.28% less in bonus pay than men on average. In practical terms, this means that for every £1 received by a man in bonus pay, a woman receives approximately £0.95.

UHY's median bonus gender pay gap currently stands at 13.27%, meaning that women receive 13.27% less bonus pay than men at the midpoint of the bonus distribution. This means that for every £1 a man receives in bonus pay, a woman receives approximately £0.87.

However, due to the relatively small proportion of employees eligible for bonuses, median bonus figures can fluctuate significantly from year to year.



# A look back at where we have been

## Our progress over time

While our initial gender pay gap report was published following our workforce exceeding the 250-employee threshold, we have continued to monitor our data beyond the regulatory requirement to better understand how our workforce is evolving over time.

Reviewing year-on-year data enables us to track progress, identify trends and ensure our approach to gender equity is supported by meaningful action. By analysing these trends across multiple reporting periods, we can better understand the factors influencing our gender pay gap and measure the impact of the steps we are taking to create a more balanced and inclusive organisation.

### Pay quartile distribution

		2023	2024	2025
1 - Upper (Highest)	Male	51.6%	51.5%	48.5%
	Female	48.4%	48.5%	51.5%
2 - Upper Middle	Male	45.3%	48.5%	53.0%
	Female	54.7%	51.5%	47.0%
3 - Lower Middle	Male	50.8%	47.0%	54.5%
	Female	49.2%	53.0%	45.5%
4 - Lower (Lowest)	Male	46.2%	57.6%	60.6%
	Female	53.8%	42.4%	39.4%

The distribution of men and women across our pay quartiles continues to evolve as our workforce grows and develops. In the Upper (highest) pay quartile, female representation has increased to 51.5% in 2025, compared with 48.5% in 2024, meaning women now represent a slight majority at the highest pay level within the firm.

Across the Upper middle and Lower middle quartiles, representation remains relatively balanced, although the proportion of men has increased slightly in these categories during the 2025 reporting period. In the Lower (lowest) quartile, men continue to represent a higher proportion of employees. These trends reflect both natural workforce movement and the progression of employees into new roles across the organisation.

These shifts reflect the changing composition of our workforce and the progression of employees across different levels of the organisation.

### Hourly pay gap trends

Mean and Median for Hourly Pay	2023	2024	2025
Mean (average) hourly pay gap	2.46%	-2.83%	-8.49%
Median hourly pay gap	0.00%	-2.27%	-10.14%

When considering our hourly pay gap over time, we can see a clear shift in the overall trend.

In 2023, the mean hourly pay gap stood at 2.46%, indicating that men earned slightly more than women on average. By 2024, this had moved into reverse at -2.83%, meaning that women were earning marginally more than men across the firm.

This trend has continued in 2025, with the mean hourly pay gap widening to -8.49% and the median hourly pay gap reaching -10.14%. These results indicate that women now earn more than men on average and at the midpoint of the pay distribution.

These changes are largely influenced by the composition of our workforce and the representation of women across senior roles within the firm.

### Bonus pay trends

Receiving Bonus %	2023	2024	2025
Men	18.0%	23.2%	23.1%
Women	26.5%	30.1%	37.1%

When considering bonus pay, the proportion of employees receiving bonuses has remained relatively stable in recent years. In 2025, 23.1% of men and 37.1% of women received a bonus, reflecting the eligibility criteria whereby bonuses are typically awarded to employees at assistant manager level and above.

While the mean bonus pay gap has increased slightly in 2025, moving from -0.10% in 2024 to 5.28%, the overall results remain relatively balanced when compared with previous years.

The median bonus pay gap, which can fluctuate more due to the smaller number of employees eligible for bonuses, has moved from 12.00% in 2024 to 13.27% in 2025. While this remains an area we continue to monitor, the figures should be considered within the context of the limited bonus population.

Mean and Median for Bonus Pay	2023	2024	2025
Mean (Average) Bonus Pay Gap	2.39%	-0.10%	5.28%
Median Bonus Pay Gap	20.00%	12.00%	13.27%

## Considering UK national averages

To provide wider context for our results, it is helpful to consider how they compare with national trends. According to the Office for National Statistics (ONS), the median gender pay gap for all employees (full-time and part-time) in the UK was 12.8% in April 2025, meaning that, on average, women earned around 87p for every £1 earned by men.

When compared with national averages, UHY Hacker Young LLP's results demonstrate a strong position. Our mean hourly pay gap for 2025 stands at -8.49%, meaning that, on average, women at UHY earn 8.49% more than men across the firm. Similarly, our median hourly pay gap of -10.14% indicates that women earn more than men at the midpoint of the pay distribution.

This places UHY in a markedly different position from the wider UK landscape, where the national trend continues to show men earning more than women on average.

In other words, while the national picture reflects a persistent gender pay gap favouring men, UHY currently demonstrates the opposite trend. These results compare favourably with the UK national average and reflect the composition of our workforce, including the strong representation of women across senior roles within the firm. They also highlight the positive impact of our ongoing commitment to equity, development and progression.

While this comparison is encouraging, we recognise that gender pay gap reporting represents only one measure of workplace equity. We remain committed to ensuring that opportunities for progression, development and reward are accessible to all, and that our firm continues to support a balanced and inclusive workforce.

Median hourly pay gap comparison	
UK national average*	+12.8% (men higher)
UHY 2025	-10.14% (women higher)

\*ONS, April 2025

## Addressing our gender pay gap

At UHY, we celebrate diversity in all its forms and remain committed to upholding an equal and inclusive workplace that champions the richness of perspectives, experiences and backgrounds. Now in our third year of gender pay gap reporting, our dedication to equality and diversity continues to be reflected in our company values, training and policies, as well as through our daily operations. We understand that establishing a diverse and inclusive culture requires the involvement of our entire organisation.

Keeping our teams happy and engaged remains a top priority for us; we understand that our people are our greatest asset and, most importantly, are the beating heart of UHY. With this in mind, we continue to focus on fostering a vibrant, inclusive and collaborative culture where everybody feels valued, supported and able to thrive. Many of the initiatives outlined below build on progress made in previous years and remain central to ensuring our workplace continues to support equality, opportunity and long-term career development.

Below are some of the key initiatives that support our ongoing commitment to gender equity.

### An EDI action group

In 2021, we launched an Equality, Diversity and Inclusion (EDI) group to strengthen UHY's commitment to EDI across the firm. The group has developed a comprehensive EDI policy and introduced a mandatory training programme completed annually by our entire workforce. This training ensures our people better understand each other, promotes empathy and respect, and supports the continued development of awareness and understanding of equality, diversity and inclusion across the organisation.

### Listening to our people and taking action in response

We are now well into our third year of running the GallupQ12 engagement survey across our national offices, reinforcing our commitment to understanding and enhancing employee engagement. First introduced in 2023, the survey focuses on twelve key pillars of team engagement based on decades of Gallup research across thousands of organisations.

The survey is now conducted twice each year, enabling us to regularly assess engagement levels and respond proactively to the feedback we receive. By analysing these insights, we are able to take meaningful action to improve team engagement and ensure our workplace continues to evolve in line with the needs of our people.

Alongside GallupQ12, we continue to run in-depth internal feedback surveys that provide valuable insights into our culture and help us identify opportunities for improvement.

### Keeping everybody aware and informed

Since publishing our first two gender pay gap reports and sharing the results across the firm, there is now a greater awareness of the gender pay gap and the importance of addressing it. At UHY, we believe transparency plays a critical role in driving meaningful change. By keeping our people informed through internal communications, leadership discussions and engagement initiatives, we ensure that equality and inclusion remain visible priorities across the firm.

### Leadership development and career progression

For our developing and experienced managers and directors, we continue to run a Leadership Development Programme designed to equip individuals with the skills to improve their own effectiveness and lead teams successfully. This programme is open to employees who are already in, or working towards, leadership roles and forms part of our wider commitment to developing the next generation of leaders across the firm.

Alongside leadership development, we remain committed to continuous learning and professional growth. Over the past year, our people completed 50,305 hours of training across a wide range of professional, technical and personal development programmes, helping to support career progression across the firm.

### A wellbeing group

Our wellbeing group was originally launched during the Covid pandemic to prioritise the health and wellbeing of our teams while many colleagues were working remotely. Since then, the group has continued to evolve and expand its remit, developing initiatives that promote positive wellbeing both professionally and personally.

To support female employees, the group has introduced a number of initiatives including menopause training, resources and open conversations around this important stage in a woman's life and career. The group also supports partners and senior leaders in providing guidance for employees preparing for and returning from maternity leave.

### Embedding our purpose and values across the firm

We have continued to strengthen and embed our values across the firm through initiatives that celebrate and reinforce the purpose, values and behaviours that define us.

Our Values Forum, made up of dedicated volunteers from across the firm, remains an important part of championing our values internally and externally. Our quarterly values recognition programme highlights individuals who exemplify these behaviours in their day-to-day roles, while our annual values week provides an opportunity to celebrate the culture that underpins everything we do.

### A flexible approach to working

We continue to evolve our ways of working to support our people in maintaining a healthy work-life balance. Today, around 90% of our employees work remotely for at least two days each week, reflecting our flexible working approach.

Flexible and hybrid working arrangements are particularly important for colleagues with caring responsibilities and support a more balanced and inclusive working environment.

To further support working parents, we have enhanced our maternity pay to encourage women to join and remain with UHY as they plan for and raise a family. Similarly, our enhanced paternity pay encourages male employees to take parental leave, helping to promote greater equality both within the workplace and at home.

### A commitment to career development

We know that ongoing learning and development are key to unlocking the potential of our teams. Through continued investment in CPD training, educational programmes and skills development opportunities, we support our people in developing professionally and personally.

The learning and development opportunities available across the firm range from professional and technical training to soft-skills programmes in areas such as communication, emotional intelligence, critical thinking, time management and team building. These initiatives help ensure our people are equipped to grow in their careers while continuing to deliver high-quality service to our clients and stakeholders.

We recognise that our people are our greatest asset and, most importantly, are the beating heart of our organisation.

## Looking ahead to the future

As we look ahead to our fourth year of gender pay gap reporting, we remain committed to narrowing the gap through continuous monitoring, measurement and the evolution of our strategies.

One of the core objectives of our EDI group continues to be increasing our understanding of the gender pay gap and identifying initiatives that support our commitment to addressing it. By learning from our data, listening to our people and continually refining our approach, we are strengthening our ability to create a more equitable firm.

Transparency and authenticity remain central to everything we do. We are focused on delivering a clear and achievable strategy that supports meaningful progress over time. Our commitment extends beyond compliance; we remain dedicated to year-on-year improvement and a sustained focus on gender equity. The priorities outlined below will guide our continued work during the next 12 months and beyond, ensuring that our actions remain practical, measurable and aligned with the needs of our people.

### Career progression transparency

We recognise that long-term pay disparities can often arise from differences in career progression and access to senior roles. To support greater transparency, we will continue strengthening our approach to career development across the firm.

Over the coming year, we will work to ensure promotion pathways are clearly communicated, including the criteria and timelines associated with career progression. We will also support employees earlier in their careers through personalised development plans and encourage more frequent career conversations, including mid-year check-ins alongside annual appraisals.

By strengthening visibility around progression opportunities, we aim to ensure all employees have equal access to the support and guidance needed to develop their careers.

### Ensuring fairness in bonus allocation

While our data shows that more women across the firm receive bonuses more than men, the average bonus value awarded to men remains slightly higher. This highlights the importance of continuing to review how bonus decisions are made across the firm.

Over the coming year, we will review and refine our approach to bonus allocation by strengthening transparency around performance evaluation and ensuring clear, consistent criteria are applied across roles and departments.

This will include introducing clearer scoring frameworks for bonus allocation, providing guidance for managers on objective performance assessment and undertaking regular reviews of bonus outcomes to identify and address any unintended bias. By enhancing consistency and clarity in this process, we aim to build even greater confidence in how performance is recognised and rewarded.

### Strengthening accountability and governance

To ensure our gender pay gap action plan delivers meaningful progress, we will continue to strengthen oversight and accountability across the firm.

This will include establishing a dedicated internal working group to review gender pay gap data and monitor progress against our objectives. Findings and progress will be shared regularly with leadership to ensure our actions remain aligned with our long-term commitment to equality.

Embedding regular monitoring into our governance structures will help ensure that progress is maintained, measured and meaningfully supported.

### Enhancing family-friendly policies

We recognise the importance of supporting employees during key life stages and will continue to review and enhance our family-friendly policies. Our flexible working arrangements and hybrid working model remain an important part of this approach, helping employees balance professional and personal commitments.

Over the coming year, we will also review our parental leave policies to ensure they continue to support both mothers and fathers. Encouraging greater uptake of paternity leave is an important step in promoting equality in both the workplace and at home. By evolving these policies, we aim to ensure that all parents feel empowered and supported throughout their journey.



As we look to the future, we remain confident in our ability to make meaningful progress in addressing the gender pay gap at UHY Hacker Young LLP. By building on the progress we have already made, we will continue working towards an equitable, inclusive and transparent workplace for all.

### Promoting inclusive participation across the firm

Creating an inclusive culture requires engagement from across the entire organisation. We will continue encouraging broader participation across our internal groups, including the EDI, wellbeing and sustainability initiatives, ensuring that employees of all genders are represented and actively involved.

By increasing participation, we can draw on a wider range of experiences and ideas, strengthening the initiatives that shape our culture.

### An inclusive and empowering culture

Our people remain at the heart of UHY. Through the continued promotion of our purpose, helping you prosper, alongside our values, wellbeing initiatives and leadership development programmes, we remain committed to building a workplace where everybody feels valued, supported and empowered to succeed.

This report and its contents relate exclusively to UHY Hacker Young LLP, specifically our London and Nottingham offices. It does not encompass or represent other UHY Hacker Young offices or entities. For further enquires relating to UHY Hacker Young outside London and Nottingham, please contact the relevant offices directly.

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