

# Gender pay gap report

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**2025**

**We work hard to make our organisation a great place to work – where everyone feels they can belong. Driven by our values, we are committed to fostering an inclusive, respectful and fair workplace, where everyone has the opportunity to succeed, recognising that we each have different needs and circumstances.**

This report outlines our current gender pay gap, the steps we are taking to address it and the progress we have made. This year, we have seen a reduction in our gender pay gap across both mean and median measures. We were proud to be recognised as one of the UK's Best Workplaces for Women in 2025, ranking sixth out of 100 large employers — the highest-ranked accountancy firm on the list — with 95% of respondents agreeing that 'People here are treated fairly regardless of their gender'.

While these achievements are encouraging, we know there is more to do. Looking ahead, we remain committed to closing the gender pay gap and creating an inclusive environment where everyone can thrive.

In common with many organisations in our sector, our gender pay gap is driven largely by the historic underrepresentation of women in senior roles. While we are proud that key senior leadership roles in our firm are undertaken by women, including our senior partner, new head of tax and the chair of our board, creating pathways to enable increased female representation in the upper quartile remains a focus.

Reflecting our commitment to embedding gender equality, we engaged with women across a range of roles and career stages to better understand cultural influences and potential barriers to career progression. Insights from these discussions informed meaningful updates to our family leave policies, including further enhancements to paid family leave regardless of gender, ensuring we better support colleagues through key life stages. These changes are part of our broader approach to creating an inclusive environment where everyone can thrive and progress. Over time, we believe these measures will help improve the gender balance across all levels of our organisation.

Central to achieving this goal is our commitment to learning and development. We offer high quality, robust leadership and development programmes, designed to equip all colleagues with meaningful opportunities for advancement, growth and long-term success. The firm has been named a Sunday Times Top 100 Apprenticeship Employer (moving up from 55th to 33rd this year). Apprentices are supported by structured learning and mentoring, with many progressing into senior roles.

Rewarding our colleagues fairly for the contribution they make is an important part of our culture, and we have robust and equitable processes in place to ensure this happens. We recognise that pay is one of the key drivers of colleague engagement and satisfaction, and so we have published a reward handbook, implemented a transparent grading structure, career pathways and job descriptions, and share pay scales with colleagues during their annual one-to-one pay review discussions.

Alongside this work, we continue to focus on the most important environmental, social and governance (ESG) matters and aim to make a positive impact for our colleagues, clients and communities. We believe our ESG plan for positive change will benefit our colleagues and positively influence our gender pay gap.



**Amy Taylor**  
Chief people officer



**Paul Crocker**  
Chief executive officer

## What is a gender pay gap?

A gender pay gap is the difference in average pay between all men and all women across an organisation. This is different to the issue of equal pay – namely the legal requirement to pay men and women equally for doing the same or similar jobs, or work of equal value.

Like other private sector organisations with more than 250 colleagues, PKF Francis Clark reports its gender pay gap data in line with the government's gender pay gap reporting regulations.

## Mean calculations

The mean gender pay gap is the percentage difference between average hourly pay for male and female colleagues. It is calculated by adding up the wages of all colleagues in each cohort and dividing by the number of colleagues in that cohort. The pay figures used in this calculation are after deductions for salary exchange benefits, such as pension contributions, holiday purchase, cycle to work and electric vehicle schemes. The mean gender bonus gap is calculated the same way.

## Median calculations

The median gender pay gap is calculated by sorting the hourly wages of male and female colleagues (after salary exchange deductions) from lowest to highest, then taking the figures in the middle of each range. The difference between the male and female median figures is then shown as a percentage. The median gender bonus gap is calculated the same way.

## Our data

The data below is based on hourly pay at the snapshot date of 5 April 2025 and bonuses paid in the year to 5 April 2025.

### Gender pay gap:

2025

12.9%

Mean

14.1%

Median

2024

14.9%

Mean

19.6%

Median

### Gender bonus gap:

2025

77.2%

Mean

40.0%

Median

2024

82.7%

Mean

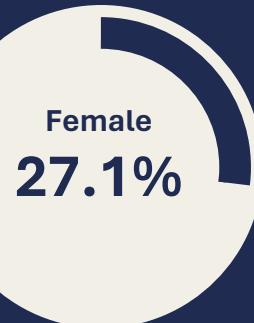
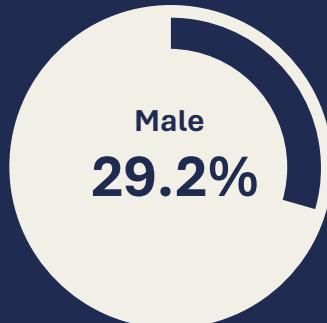
44.4%

Median

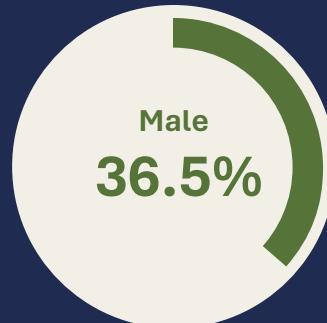
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**Proportion of male and female colleagues paid a bonus in the 12 months ending 5 April 2025:**

**2025**



**2024**



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**Proportion of male and female colleagues in each quartile:**

**Lower quartile**



**Lower middle quartile**



**Upper middle quartile**



**Upper quartile**



## Gender pay gap analysis

We are pleased to report that our mean gender pay gap has reduced by 2 percentage points this year.

It has been two years since we reorganised and standardised our grading structure. This consolidation has positively contributed to the way we moderate pay decisions to ensure alignment across roles, departments and offices, ensuring consistency and fairness.

We recognise that more work is needed to close the pay gap. Our gender pay gap continues to be influenced by workforce demographics. There are more men in our upper quartile, while women are more heavily represented in the lower and lower-middle quartiles.

Our median gender pay gap has also reduced, by 5.5 percentage points. This is in part due to a shift in workforce composition. In the 12 months to April 2025, we recruited more men than women in the lower quartile. As a result, the median male salary moved downward, reducing the overall median pay gap.

## Gender bonus gap analysis

Our mean bonus pay gap has reduced by 5.5 percentage points, reflecting progress made through a more structured and consistent approach to assessing colleague performance and awarding bonuses in recent years.

However, as with our mean gender pay gap, the bonus gap continues to be influenced by workforce demographics, particularly the higher proportion of men in the upper quartile, where larger bonuses are typically awarded. In addition, in certain departments a higher proportion of colleagues' overall reward is typically via bonuses, and currently there are significantly more men than women in these departments. We continue to strive to improve female representation in these departments.

We are also pleased to report that our median bonus pay gap has reduced by 4.4 percentage points. A contributing factor to this movement is a more balanced distribution of bonuses. The gap between the proportion of male and female colleagues receiving a bonus has reduced to 2.1 percentage points, bringing us closer to parity.

## Our progress

We are proud of the steps we are taking to support colleagues in progressing their careers. We continually review our working practices and are committed to reducing our gender pay gap. Over time, we aim to achieve an improved gender balance in senior roles, which will narrow our gender pay gap.

As a direct result of our engagement with women across the firm, we are introducing the following:

- Updates to our family leave policy to equalise paid maternity and shared parental leave, promoting shared caregiving responsibilities and actively challenging traditional stereotypes about childcare roles
- Reduced length of service criteria for enhanced paid family leave, supporting more colleagues during significant life events
- Coaching sessions offered to all colleagues navigating family leave, offering tailored support to enhance confidence and support a smooth and successful transition back to work
- Tailored line manager support during family leave, providing practical guidance to equip managers to confidently support colleagues
- Specialist coaching for partners and senior leaders during family leave, facilitating a confident and successful return
- A peer return-to-work network, enabling colleagues to share experiences, advice and emotional support

To support our ongoing commitment to reducing the gender pay gap, our continued initiatives include:

- We regularly seek our colleagues' views through colleague surveys and use this feedback to inform meaningful actions
- Our approach to hybrid working promotes flexibility between working at home and in the office, which supports both individual needs and team collaboration
- To support an open dialogue on reward and pay, we gathered colleague feedback through focus groups and introduced training to improve pay discussions across the firm
- We encourage all colleagues to have an annual career conversation with their manager to identify their strengths and development areas
- We have enhanced our annual performance development review process to support colleagues in reaching their full potential. This includes introducing interim performance development reviews to provide mid-year feedback and support on individual objectives and performance goals
- We provide a range of leadership programmes to support managers at all levels in developing the skills needed to lead effectively and foster team success
- We have launched a video interview series that highlights the diverse lived experiences of colleagues across the firm. The series explores themes of equity, diversity and inclusion and shares strategies for supporting one another – aiming to promote a workplace where everyone feels they belong. Recent topics include achieving career success as a working mum and living and working with a disability
- We care about our colleagues' wellbeing and run mental, financial and physical wellbeing campaigns throughout the year. This includes regular expert-led live webinars and practical wellbeing resources, contributing to a healthier and more inclusive workplace where all colleagues can perform and progress to their full potential
- Our network of mental health first aiders continues to act as a first point of support for colleagues who may be experiencing difficulties. By offering this accessible support, we aim to remove barriers that may disproportionately affect women, ensuring that wellbeing challenges do not hinder career development
- We signed the Menopause Workplace Pledge in 2021, recognising that women may need support during this stage of life. We encourage open conversations through our private menopause network and continue to run virtual menopause sessions to support and retain female colleagues. We are also developing a menopause toolkit to support both managers and colleagues
- We continually aim to increase diversity and promote equal opportunities through our early careers recruitment practices by anonymising applications and ensuring our job adverts are inclusive
- We have introduced an insights programme aimed at inspiring more young people to consider careers in accountancy and promoting equal opportunities for all

## Recognition

We are ranked among the UK's Best Workplaces for Women 2025 (6 out of 100 large organisations), compiled by workplace culture experts Great Place to Work.

We're also ranked among:

### **The UK's Best Workplaces 2025**

(ranked 20 out of 100)

### **The UK's Best Workplaces for Wellbeing 2025**

(ranked 35 out of 100)

### **The UK's Best Workplaces for Development 2025**

(ranked 24 out of 100)

### **The UK's Best Workplaces in Consulting and Professional Services 2025**

(this list is unranked)

We are also ranked 33rd in **The Sunday Times Top 100**

**Apprenticeship Employers 2025.**



We're proud to be featured in  
**The Sunday Times Top 100  
Apprenticeship Employers 2025**

## What our colleagues say:

Since 2022, PKF Francis Clark has been certified as a Great Place to Work following an independent annual survey of our people. Here are some of the key findings from female colleagues in the latest survey (October 2025):



say “**People here are treated fairly regardless of their gender**”



say “**I'm proud to tell others I work here**”



say “**I am offered training or development to further myself professionally**”



say “**I can be myself here**”



say “**When you join the company, you are made to feel welcome**”



say “**I am treated as a full member here regardless of my position**”

Anonymous comments from female colleagues when asked **“Is there anything unique or unusual about this company that makes it a great place to work?”** included:

**“We genuinely treat people as individuals and want the best for them as people.”**

**“They care about people’s wellbeing and have a strong focus on the social side of work.”**

**“The level of support for each other is high, whether personal or professionally.”**

**“I think this company recognises talent and gives you lots of opportunities to develop and grow.”**

**“They have made a huge investment in their people - with leadership courses which have had a huge impact on many and enabled us to work better in our roles.”**

**“Flexible working hours, genuinely nice people to work with, fab socials and a lovely office environment.”**



Source:  
Great Place to Work survey,  
October 2025