

PEEL  
HUNT



# Gender Pay Gap *Report*



2025



## Building a more diverse and inclusive workforce

*“At Peel Hunt LLP, we aim to create an inclusive workplace where everyone can thrive and feel proud to be part of the firm. We are committed to fostering a culture that supports opportunity, fairness and respect for all.”*

At Peel Hunt, we believe that fairness, integrity and transparency sit at the heart of a high performing organisation. Publishing our Gender Pay Gap Report is an important part of that commitment. It allows us to be open about where we are making progress, to explain the factors that influence our gender pay gap, and to be clear about where further work is needed.

A diverse workforce brings broader perspectives and experiences, strengthening innovation, collaboration and decision making, and enabling us to better serve our clients while supporting our people to succeed. By creating an inclusive culture we can retain a diverse range of talent, thereby building a successful and resilient business.

We are proud of the progress we are making, including towards realising our ambition for women to represent at least 40% of our workforce by 2035. At the same time, we recognise that achieving meaningful and lasting change requires sustained focus, particularly on strengthening the pipeline of female talent into senior roles. Attracting, supporting and developing women across all levels of the organisation remains central to our approach.

The data in this report relates to the snapshot date of 5 April 2025 and has been prepared in line with the Gender Pay

Gap Information Regulations, which require organisations with 250 or more employees to publish specific metrics covering pay and bonus gaps, bonus participation, and the distribution of men and women across pay quartiles.

As of 5 April 2025, the median gender pay gap stood at 51.7%. This is an improvement from the prior year (2024: 53.3%). We have also made progress in the Lower, Lower Middle and Upper Middle quartiles.

We are confident that pay is fair and equitable across the firm, based on role, skills and experience. Our gender pay gap reflects workforce composition rather than unequal pay, and is driven by the lower representation of women in senior leadership and revenue-generating, client-facing roles.

This report sets out our current position, highlights the areas where we are focusing our efforts today, and outlines the actions we believe will support continued progress in the years ahead. While there is more to do, we remain committed to building a more diverse and inclusive organisation - one that better reflects the clients, markets and communities we serve.



**Steven Fine**  
Chief Executive Officer

A stylized, handwritten signature in black ink, consisting of several loops and a long horizontal stroke extending to the right.

## What is Gender Pay?

Gender pay is about measuring gender balance.

*It is different to equal pay.*

**Equal pay** is a measure of whether males and females are paid equally for the same work or that of equal value.

**Gender pay** is not about measuring parity of pay for roles. It compares the average pay by gender for all roles collectively regardless of level or type.

It indicates the extent to which men and women are represented consistently across all levels of an organisation.

The mean pay gap is the difference in what males and females receive.

It is calculated by comparing the average paid to males with the average paid to females.



Average Male Pay



Average Female Pay

The median pay gap is the difference between the midpoints (middle value) in the ranges of males and females' pay.

It is calculated by ordering employees from those paid the lowest, to those paid the most.

It then compares the pay of the middle person in the female line, with the pay of the middle person in the male line.



Lowest Paid    **Median**    Highest Paid

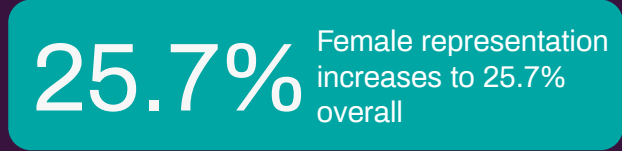
# Our Gender Pay Gap

## Median Gender Pay Gap



Gender pay gap is the difference between the mean or median hourly rate of pay between male and female staff across the organisation irrespective of departments or seniority. The difference between the average (mean) and the middle (median) adjusted hourly rates of each gender is expressed as a percentage of male earnings.

## Our Gender Balance

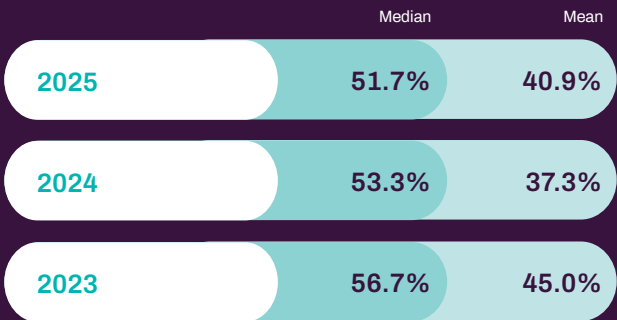


A low gender pay gap percentage figure represents a smaller gender pay gap. Median gap narrows to 51.7% (from 53.3%); mean gap rises to 40.9% (from 37.3%), a reduction of 1.6 percentage points year-on-year.

**Male** 2025 - 74.3% | 2024 - 76.3% | 2023 - 75.1%  
**Female** 2025 - 25.7% | 2024 - 23.7% | 2023 - 24.9%

## Gender Pay Gap (Hourly Pay)

### Median



The pay statistics for 2023, 2024 and 2025 are based on rates of pay on 5 April of each relevant year.

## Bonus Pay Gap

**Median** 2025 - 0% | 2024 - 0% | 2023 - 89.3%  
**Mean** 2025 - 0% | 2024 - 0% | 2023 - 80.5%

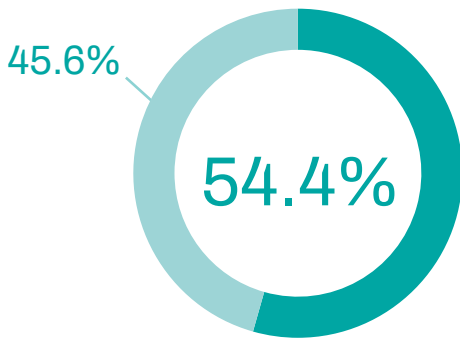
For the period 6 April 2024 to 5 April 2025, no bonuses were awarded. This reflects the absence of bonus payments in the reporting period rather than parity outcomes.



## Proportion of male and female staff in each pay quartile

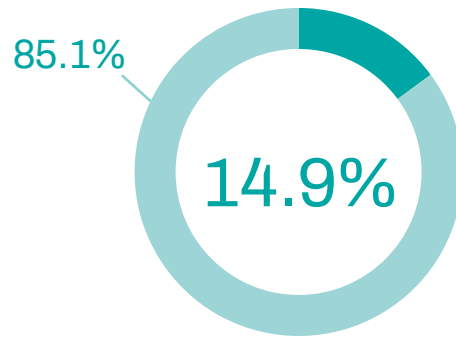
As of 5 April 2025, Peel Hunt had 276 'relevant employees'. Of these, 7 employees were excluded from the gender pay gap statistics due to reduced pay or unpaid leave, leaving 269 'full-pay relevant employees', of which 69 were women (25.7%) and 200 were men (74.3%).

The proportions of male and female 'full-pay relevant employees' in each of the four quarters of the pay range, from the lowest (lower) to the highest (upper) adjusted hourly rate of pay are set out below. We have made progress in the Lower, Lower Middle and Upper Middle pay quartiles, reflecting increased female representation at those levels.



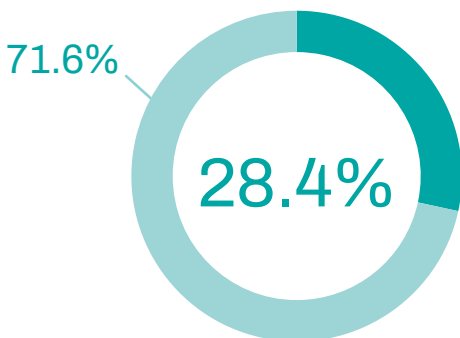
Lower Hourly Pay Quarter

**2024:** Female - 52.7% | Male - 47.3%  
**2023:** Female - 61.3% | Male - 38.7%



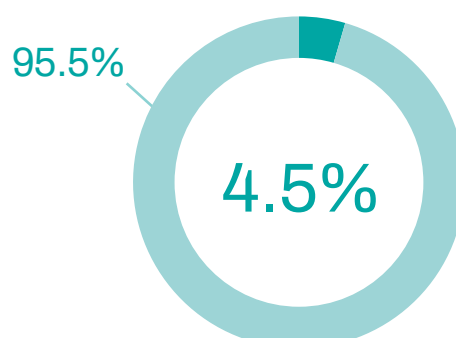
Upper Middle Hourly Pay Quarter

**2024:** Female - 9.5% | Male - 90.5%  
**2023:** Female - 8.0% | Male - 92.0%



Lower Middle Hourly Pay Quarter

**2024:** Female - 25.7% | Male - 74.3%  
**2023:** Female - 22.7% | Male - 77.3%



Upper Hourly Pay Quarter

**2024:** Female - 6.8% | Male - 93.2%  
**2023:** Female - 5.4% | Male - 94.6%

% of Females by Quarter  
 % of Males by Quarter



# Taking action to address the Gender Pay Gap



## Attract talent

### Building a Diverse Pipeline

Progress on gender balance is shaped by who we attract, where talent comes from, and how inclusive the recruitment experience is. Our achievements so far include:

- **Inclusive recruitment:** Diverse interview panels help reduce unconscious bias and ensure candidates are assessed from a range of perspectives.
- **Broadening access:** Partnerships with The Broker Club, Women in Broking and Uptree, alongside apprenticeships and graduate programmes, support a sustainable pipeline of future female leaders.
- **Mid to senior hiring:** Proactive search strategies are leading to increased female hiring at mid to senior levels, helping to improve representation in senior and revenue generating roles.

**Our focus going forward:** We will continue to work with our partners to promote careers at Peel Hunt and explore ways to expand early-careers opportunities in front-office roles.



## Developing talent

### Supporting Women to Grow and Advance

Closing the gender pay gap requires not only representation, but sustained support and progression into senior and revenue-generating leadership roles. We aim to do this through our internal mentoring, coaching and sponsorship programmes, to provide focused support for women's career progression includes:

- **Mentoring Programme** has created a structured environment where employees can learn from senior colleagues, gain visibility, and build professional networks.
- **1-1 coaching for women** deepens this support, helping individuals articulate their career goals, understand pathways to advancement, build resilience and confidence, and overcome any systemic or personal barriers.

**Our focus going forward:** Providing targeted, bespoke development support informed by performance review outcomes with particular focus on progression into senior roles.



## Retaining talent

### Creating an Inclusive and Supportive Culture

Long-term progress depends on creating an environment where women feel supported, valued and able to build long-term careers at Peel Hunt.

- **Inclusive culture:** Networks such as Connect Women support shared learning and community, reinforced by senior leadership through company updates and Remuneration Committee and ESG Committee oversight.
- **Career stage support:** Enhanced parental leave engagement provides tailored support before, during and after leave, helping reduce disruption and support confident return and progression.

**Our focus going forward:** Equip managers with clearer guidance and tools to support inclusive leadership, high-quality, effective progression conversations and consistent performance feedback.



## Accountability & Insight

### Measuring Progress and Driving Change

Sustained progress requires clear accountability and informed decision making.

- Gender representation goals are set at department level, increasing ownership among leaders.
- Leaders are encouraged to foster a strong 'speak up' culture, ensuring employees feel safe raising concerns or sharing experiences related to inclusion and progression.
- Data driven insights are used to track progress and inform future priorities.

**Our focus going forward:** We will continue to strengthen accountability through clear ownership, robust governance and data-led insight, as well as supporting managers in their decision-making and progression conversations which play a critical role in addressing representation at senior levels. By monitoring progress at department level, reviewing outcomes regularly and listening closely to employee feedback, we aim to drive sustained and transparent progress on gender representation and pay.

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