



MERIDIAN BUSINESS SUPPORT
THE RECRUITMENT SPECIALIST

Gender Pay Gap Report 2025

Snapshot Date: 5th April 2025

Our Values



INNOVATION



PARTNERSHIP



EXCELLENCE



INTEGRITY

Forward

At Meridian Business Support (Meridian) we believe that everyone, whatever their role, makes a valuable contribution towards the success of our business. In turn we ensure that everyone is rewarded fairly for the work that they do and has access to the same opportunities to develop and grow. We believe in being an inclusive and diverse organisation where anyone can reach their full potential.

What is the Gender Pay Gap?

The gender pay gap measures the difference in average hourly pay between men and women across all levels of seniority in a company and is expressed as a percentage of men's pay. A positive percentage means that the average hourly pay for men is higher than that of females, whilst a negative percentage indicates that the average hourly pay for females is higher. It does not measure equal pay, which refers to how much a man or a woman is paid for doing the same or similar role.

Our Results

For the purpose of the Gender Pay Gap Regulations, we are required to report on Meridian Business Support Ltd. The results below include Meridian's permanent employees and its temporary workers who were engaged on either a Contract for Services or Employment Contract, on the snapshot date of 5th April 2025.

On the snapshot date, Meridian employed 133 permanent employees, of whom 44 were males and 89 were females. All permanent employees are paid on a monthly basis and most are eligible to participate in a relevant profit share scheme.

On the same date, 1,064 temporary workers were engaged on either a Contract for Services or an Employment Contract. Of these, 744 were males and 320 were females. Temporary workers are paid on a weekly basis and whilst it is the end user client who dictates the rates of pay, Meridian along with its clients, ensures that temporary workers are paid the same hourly rate irrespective of gender.

When looking at the combined total number of employees and temporary workers, males account for 67% of the workforce whilst females account for 33%. The results show that the mean gender pay gap has fallen to -3.9% which means the gap between the hourly rates for males and females has decreased and the average hourly rate of pay for females is higher than males. The median gender pay gap, which shows the difference between the mid point salaries for males and females, has increased to 1.2% so the mid point salaries for males is higher than females. When compared with the ONS figures for the median gender pay gap in 2025 which stood at 12.8%, Meridian's overall results for both employees and temporary workers is lower.

This report analyses both the combined results for Meridian as a whole, including its temporary workers as well as the results for Meridian's permanent employees. This is because the results vary when looked at individually.

2024 & 2025 Gender Pay Gap Results

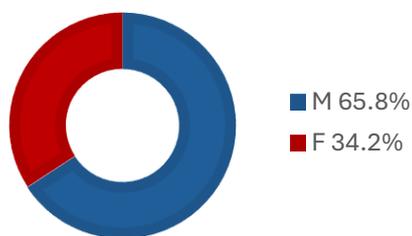
	Employees		Temps		Combined	
	2025	2024	2025	2024	2025	2024
% Male	33.1%	35.2%	70%	67.5 %	67%	64.5%
% Female	66.1%	64.8%	30%	32.5%	33%	35.5%
Mean Gender Pay Gap	19.7%	24.2%	1.09%	0.2%	-3.9%	-2.2%
Median Gender Pay Gap	7.2%	20.1%	3.06%	0.9%	1.2%	-0.5%
Mean Gender Bonus Gap	53.9%	57.6%	n/a	n/a		
Median Gender Bonus Gap	31.7%	64.2%	n/a	n/a		
% Males Receiving Bonus	62.8%	79.3%	n/a	n/a		
% Females Receiving Bonus	64.7%	84.1%	n/a	n/a		

Population by Pay Quartiles

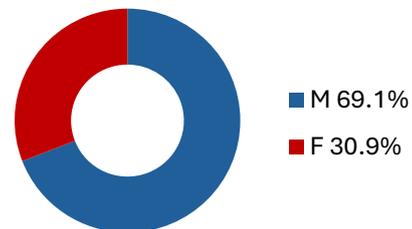
Combined results

These quartiles detail the pay rates from the highest to the lowest for all permanent employees and temporary workers, split into four equal sized groups and with the percentage of males and females in each group.

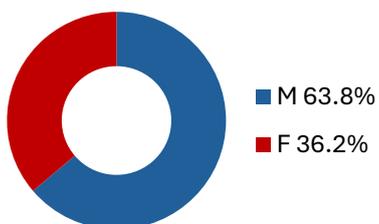
Upper Quartile



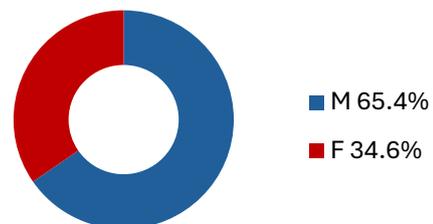
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



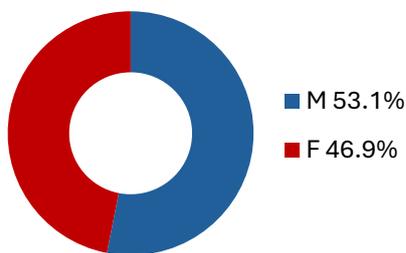
When analysing the combined results, out of a total of 1,192 employees and workers who fall under the scope of the Gender Pay Gap Reporting, 11.2% of this population are permanent Meridian employees.

When looking at the results for Meridian permanent employees on their own, the results are significantly different to those of the combined results. In light of this, the rest of the report will focus on the results for permanent employees as this is believed to be more meaningful for Meridian.

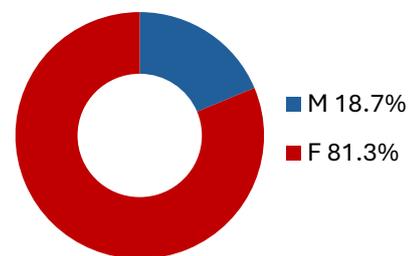
Population by Pay Quartiles Permanent employees

These quartiles detail the pay rates from the highest to the lowest for all permanent employees, again split into four equal sized groups and with the percentage of males and females in each group. Out of the total population of 128 employees, 66.9% are female.

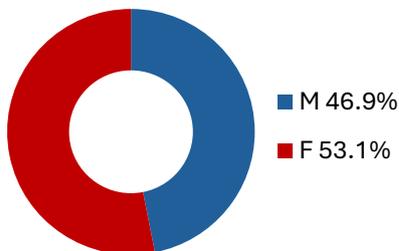
Upper Quartile



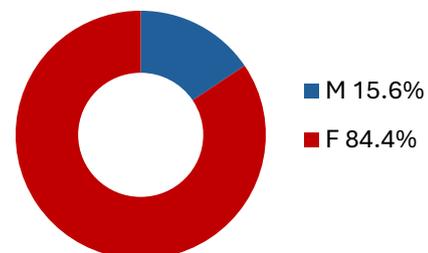
Upper Middle Quartile



Lower Middle Quartile



Lower Quartile



	2024		2025	
	M	F	M	F
Upper Quartile	47.5%	52.5%	53.1%	46.9%
Upper Middle Quartile	47.5%	52.5%	18.7%	81.3%
Lower Middle Quartile	30%	70%	46.9%	53.1%
Lower Quartile	20%	80%	15.6%	84.4%

The proportion of females in the upper quartile has decreased by 5.6% since 2024, however when looking at the upper middle quartile, there has been a significant increase

of 28.8% in females in comparison to 2024. Overall there has been an increase in the number of females in the upper quartiles and there remains a higher proportion of females than males in both upper quartiles.

When looking at the results for the lower middle and lower quartiles, the proportion of females in lower middle quartile has decreased by 16.9% whilst in the lower quartile it has increased by 4.4%. This reflects that in 2025 more females moved up to the upper middle quartile indicating positive progression.

The majority of the most senior roles in the business are held by males which includes the CEO and 5 Operational Directors however females are well represented in other senior roles. The ratio of males to females on Meridian’s Board is 2:1 and on the Senior Leadership Team it is 3:2.

In other management roles, 45.5% of males are manager level or above, whilst 32.6% of females are manager level or above. When looking actual numbers rather than percentages, Meridian employs more female managers than male managers, however as Meridian employs 66.9% females, the percentage is lower. Given that a higher percentage of male employees are in management positions, this is reflected in the quartiles and will also explain in part why the mean and median pay gap are greater despite the pay for equivalent roles being the same irrespective of gender.

In conjunction with this, there is a higher percentage of females in more junior roles across the Company. When looking at the junior operational roles, 21 out of 28 of these are held by females, which in percentage terms is 75%. This is closely reflected in the proportion of females in the lower middle and lower quartile which stands at 68.8%.

Meridian offers flexible working which enables our employees to achieve the right balance between work and family life; this flexibility is mainly requested by females. 26 of our people work part time, 19.5% of the working population, 25 of whom are female which equates to 28.1% of the female population. Whilst 8 of our part time female employees are in management positions, 14 are in admin or support roles which typically attract a lower hourly rate of pay than operational fee earners or management roles.

Comparison of 2024 & 2025 Results for Permanent Employees

	2024	2025
% Male	35.2%	33.1%
% Female	64.8%	66.9%
Mean Gender Pay Gap	24.2%	19.7%
Median Gender Pay Gap	20%	7.2%
Mean Gender Bonus Gap	57.6%	53.9%
Median Gender Bonus Gap	64.2%	31.7%
% males receiving bonus	79.3%	62.8%
% females receiving bonus	84.1%	64.7%

Hourly Rate of Pay

The mean gender pay gap for permanent employees is 19.7% which is above the national average of 12.8% as stated by the Office National Statistics (ONS) 2025 figures. An explanation for this is we have more females in administration and support type roles which typically have a lower rate of hourly pay. In addition, almost two thirds of Meridian's employees are female so the spread of salaries from the most senior roles to the most junior is greater.

We have seen that the proportion of females overall has increased in the upper and upper middle quartiles. Conversely, the proportion of females in both the lower middle and lower quartiles have decreased reflecting the decrease of both the mean and median gender pay gaps from 2024.

During the course of the reporting period, three of our people were promoted, one of whom were female. This promotion was following the successful completion of a professional qualification which had been funded and fully supported by Meridian. Decisions to promote and recruit are always based on skills and ability, irrespective of gender.

Due to Company performance over the period, promotion opportunities were lower than they have been in previous years which will have impacted the upward mobility of some of our people. Also during the period, there were limited actual pay increases.

In addition, the Gender Pay Regulations require any salary sacrifice payments are deducted from the hourly pay calculation. Meridian operates a Holiday Purchase scheme whereby people can opt to buy additional days leave at the equivalent of one day's pay. These payments are then deducted from gross pay over a 12 month period. In April 2025, 37 employees had opted into the scheme, 29 of whom were female. In line with the regulations, the amount paid for participation in the scheme reduces the hourly rate of pay which will have had more of an impact on the female mean and median hourly rate of pay than it did for males.

Bonus Pay

All our people make a valuable contribution to our business and it is important to us that everyone is rewarded fairly for their performance. For those in client facing operational roles, there are standard profit share schemes for each job type which everyone in that job type participates in, irrespective of gender. The quantum of the bonus earned is dependent upon individual or team performance.

For support roles, profit share is calculated on the overall performance of the business or relevant team, not on individual performance and is applied to every support role regardless of gender.

The bonus pay gap reduced in 2025 compared to 2024 however it remains quite high. The mean bonus pay gap decreased by 3.7% to 53.9% and the median bonus pay gap has decreased significantly by 32.5% to 31.7%. This suggests that males are receiving higher bonus payments than females however the difference in median value has decreased.

During the reporting period the proportion of males receiving profit share fell by 16.5% to 62.8% and for females, the proportion receiving bonus decreased by 19.4% to 64.7%. The explanation for why some people did not receive a bonus will be due to not meeting the criteria of their respective scheme to receive a payment.

In addition, new starters are required to pass their probation (usually 6 months) before being eligible to participate in a profit share scheme. When you look at the people who were employed on the snapshot date, 19 were new starters and therefore not eligible to take part in a scheme.

In 2024/2025 Company performance was not as strong as previous years which had a direct impact on the amount of profit share paid. For people on profit share schemes related to company or team performance rather than personal performance, these schemes saw their payments reduce or stop altogether. For example, members of Support Services account for 28.6% of employees, 21.8% of whom are female, and receive profit share in relation to Company performance. Participants in this scheme received lower profit share payments in 2024/2025 which will have impacted significantly more females than males.

In addition, many operational admin and support roles are on schemes which are based upon team performance will have paid out less. This will have impacted significantly more females than males as they are more likely to be on such a scheme due to the type of role that they do, as will the fact that 96.2% of our part time employees are female and will therefore receive a pro rata profit share payment which will be less than their full time counterparts.

Commitment to Bridging the Gender Pay Gap

At Meridian, we recognise that being an inclusive and diverse employer is not only the right thing to do, but it is also essential for the long-term success of our business. We are committed to attracting and retaining the best talent, regardless of gender, so that we can continue to deliver an exceptional service to our clients. Meridian strives to be a workplace where individuals can reach their full potential, irrespective of their gender, educational background, or personal circumstances.

Our commitment is demonstrated through our strong track record of supporting females returning from maternity leave. During the reporting period, three employees took maternity leave, and all returned to their roles upon its conclusion. Flexible working arrangements have played a key role in enabling returning parents to balance their professional responsibilities with their needs as working mothers.

Meridian offers a broad range of flexible working options, particularly regarding working location. Enhancements to our Flexible Working Policy, including the option for permanent remote working, have enabled many of our employees to benefit from increased flexibility. This approach is particularly supportive for individuals with caring responsibilities, a significant proportion of whom are females. We have already seen the positive impact this has had on talent retention and development, and we remain committed to sustaining this progress.

Our Menopause Support Policy further demonstrates our dedication to employee wellbeing. We provide workshops to increase understanding across the organisation, including guidance for line managers on how best to support team members experiencing the menopause transition. In addition, we have appointed a Menopause Champion who offers confidential support to all employees. With 38% of our workforce comprising females aged 40 or above, providing effective support is essential in retaining experienced talent.

Meridian offers a wide variety of learning and development opportunities, including online courses, full day sessions, and longer term programmes aimed at building skills and supporting progression. Our Recruitment Consultant Development Programme, leading to both an NVQ Level 3 and CertRP qualification, provides Operational employees with essential recruitment sector skills that support career advancement.

Additionally, the Meridian Management Development Programme is available to aspiring and existing managers across both Operations and Support Services, helping them to build strong leadership capabilities. These programmes positively influence employee development and have resulted in progression for both female and male employees.

We also continue to support apprenticeships and external professional qualifications such as ACCA, AAT, CIPD and coaching qualifications. These opportunities are available to all employees where such training will support them in their roles and future career pathways.

Meridian firmly supports our strategic objective to promote from within wherever possible. Although progression opportunities have been fewer during the reporting period, we anticipate an increase as company performance improves. We also remain committed to exploring internal secondment opportunities to provide employees with valuable development experiences.

As more roles become suitable for remote working, location has become less of a barrier. This increased mobility allows employees to take up secondment or permanent opportunities more easily, positively influencing talent retention and enabling the business to deploy skills more effectively.

Over the next twelve months, we will continue to build on these initiatives and will focus on further developing progressive employment practices to enhance diversity across our business.

Finally, we will continue to analyse the data underpinning our gender pay gap calculations to better understand the underlying factors and identify how we can continue to reduce our gender pay gap going forward.

I can confirm that this report has been written in line with the Gender Pay Gap legislation and the figures contained within it are correct.

Jeanette Barrowcliffe
Finance Director