

Gender Pay Report

What is the difference between median and mean figures?

Median Pay Gap

The median pay gap represents the difference between the midpoints of hourly pay for all men and women. To visualise this, imagine all female employees standing in a line ordered from the lowest hourly pay to the highest, and all male employees doing the same. The median gender pay gap is the difference between the pay of the woman in the middle of her line and the man in the middle of his line.

Mean Pay Gap

The mean pay gap reflects the difference in average hourly pay between men and women. It is calculated by adding together the hourly pay of all female employees and dividing by the total number of women and then doing the same for male employees. The mean gender pay gap is the difference between these two averages.

| | MH 2025 | MH 2024 | MH 2023 | UK average 2025* |
|--------|---------|---------|---------|------------------|
| Median | 0% | 0% | 3% | 6.9% |
| Mean | 1% | 0% | 1% | 11.2% |

*Office for National Statistics provisional edition 2025 data from the Annual Survey of Hours and Earnings and based on full-time and part-time figures.

<https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/earningsandworkinghours/datasets/annualsurveyofhoursandearningsashegenderpaygaptables>

We have continued to achieve a steady reduction in the overall mean and median pay gap.

Our 2025 figures show a **median pay gap of 0%** and a **mean pay gap of just 1%**. This means that, on average, men's hourly earnings are only 1% higher than women's. We are proud to report that our pay gap is **minimal and significantly lower than the UK average**. These results reflect our strong commitment to equality and demonstrate that we do not have a gender pay gap in the way many organisations do.

The breakdown of male and female pay into quarters is:

| | Upper hourly quartile (highest paid) | Upper middle hourly quartile | Lower middle hourly quartile | Lowest hourly quartile (lowest paid) | Total |
|--------|--------------------------------------|------------------------------|------------------------------|--------------------------------------|-------|
| Female | 72% | 50% | 70% | 59% | 67% |
| Male | 28% | 50% | 30% | 41% | 33% |

Bonus Payments: This includes Performance Related Pay received by the senior team. Pay varies between individuals depending on their performance.

| | MH 2025 | MH 2024 | MH 2023 |
|--------|---------|---------|---------|
| Median | 17.2% | 9.6% | 2.4% |
| Mean | 0.5% | 0.0% | -4.9% |

Our Senior Management Team is composed of **72% women** and **28% men**, however, **77.0% of women** and **23.0% of men** received bonus pay reflecting our strong commitment to gender diversity at leadership level. The **representation** of women is **far above industry norms**, which typically hover around **30–40% in leadership roles**. The reported **median pay gap of 17.2%** is primarily due to the higher proportion of women in senior management roles, which influences the overall distribution of pay.

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Registered Address: Migrant Helpline Limited (trading as Migrant Help), 128 City Road, London, EC1V 2NX

Registered Charity (England and Wales): 1088631; Registered Charity (Scotland): SC041022

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