
Gender Pay Gap Report 2025

Introduction

This report marks our ninth annual Gender Pay Gap Report and presents our gender pay data as at the snapshot date of 5 April 2025. Our calculations follow the statutory methodology set out in the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017, ensuring consistency and comparability with national reporting standards.

The gender pay gap measures the difference in average hourly earnings between men and women across our Firm. It is important to note that the gender pay gap is not the same as equal pay. Equal pay concerns men and women receiving the same pay for performing the same or equivalent roles, whereas the gender pay gap reflects broader workforce composition and pay distribution patterns.

About Larking Gowen LLP

Larking Gowen LLP is a leading full-service accountancy and business advisory firm based in East Anglia. As a firm deeply rooted in the region, we are committed to creating a workplace where ALL of our people feel valued, supported, and empowered to thrive. We remain committed to inclusivity, promoting flexibility and the many opportunities and options available, recognising there is not a single pathway to progression within in the business.

Our culture reflects our long-standing commitment to People, Relationships and Community. We promote an inclusive and positive working environment, where personal development, collaboration, and continuous learning are encouraged at every stage.

By investing in our people and fostering strong working relationships, we ensure that individuals, irrespective of gender and from of all backgrounds feel recognised and able to contribute meaningfully to the future development of our firm.

This commitment helps us deliver high-quality services, build trusted long-term relationships and maintain our role as a respected, independently owned regional practice.

Gender Pay Gap Findings

At the snapshot date 5 April 2025, our gender pay gap calculation reflects the continuing shift in gender mix across the business. At that date approximately 57% of our employees were female. Whilst there are women at all levels across the business, including the most senior levels, as evidenced by the gender pay gap results reported, the annual calculations can be influenced by even modest changes in the gender representation, particularly at the most senior levels.

Hourly Pay Gap

- **Median gender pay gap: -6.05%**
- **Mean (average) gender pay gap: -1.73%**

These results follow our 2024 position, where the median gender pay gap stood at -11.07% and the mean at 0.96%.

Context Behind the Figures

Having more women across a broad range of roles, including senior roles, influences our median and mean pay gap position.

We conduct an annual Market Data Review to ensure our salary bandings remain competitive and aligned with industry standards for all employees across the firm. Our recruitment, internal progression, and promotion policies are firmly rooted in inclusivity, ensuring fairness and equity in career advancement opportunities.

We offer employees the option to participate in salary exchange for pension contributions. This offer is made to all employees however despite this option being offered equally to both men and women, we continue to see a higher proportion of male employees opting to take this benefit and men also tend to exchange a higher percentage of their salary.

Because salary exchange reduces the employee's taxable hourly rate used in gender pay gap calculations, this choice can have a distorting effect on the calculations to be reported.

Whilst our fundamental premise is one of inclusivity, we continue to actively encourage and support the progression of the women in our business into management and senior leadership roles, aiming to ensure our employment proposition is attractive to those starting their careers as well as established professionals. This aligns with our wider commitment to equitable career development and to removing any perceived barriers to progression.

To maintain a fair and competitive pay structure, we conduct an annual Market Data Review to ensure that:

- Salary bandings remain competitive
- Pay remains aligned to industry standards
- Progression reflects merit rather than personal characteristics

Our recruitment, internal progression, and promotion policies remain firmly rooted in fairness and inclusivity. We remain committed to ensuring that opportunities for advancement are accessible to all employees across the firm, regardless of gender.

Gender Distribution and Career Progression

At the reporting date, 56.7% of our workforce is female and 43.3% is male. The gender balance is, in part, reflective of an increasing number of women entering the profession through our training pathways. This has been the trend for a number of years and as more women progress, this has naturally influenced the gender composition of our qualified teams and promotions into senior roles.

To support the continued progression of the women within our business, we have established an Inclusivity Working Group, where individuals across various levels provide feedback and share experiences. This is just one initiative aimed at reinforcing an inclusive culture across the firm. A core part of its focus is to identify and address any remaining perceived barriers to female career progression, strengthening development pathways, and ensuring policies and practices are fully understood and remain clear and equitable for all employees.

Gender pay and bonus gap

	Mean (average)	Median (average)
Hourly Fixed Pay	-1.73%	-6.05%
Bonus	17.24%	0.00%

For the purposes of this report, bonus pay includes all taxable discretionary incentive payments, such as internal referral rewards, new-client or employee introduction bonuses, recognition awards, signing-on or relocation bonuses, and any other taxable cash-based awards. Non-cash gifts or trivial benefits are excluded unless they fall within taxable pay.

For 2025, our mean bonus gap is 17.24%, while the median bonus gap remains 0.00%. This compares with 2024, where the mean bonus gap was 6.02% and the median bonus gap was also 0.00%.

These figures reflect differences in the value of bonus payments rather than structural inequality or unequal access to bonus schemes. While all bonus schemes are fully accessible to every employee, the mean bonus gap for 2025 has been influenced by a higher proportion of male employees receiving larger bonus amounts, particularly in relation to internal referral awards and new-client introduction schemes. These schemes operate on the basis of a fixed percentage for successful referrals made and received. All employees are eligible to participate on exactly the same terms.

During the reporting period, 4 employees reached 20 years of service and received the long-service award of the same fixed amount. Of these individuals, 3 were male and 1 was female. Because long-service awards are included in bonus pay calculations, the higher proportion of male recipients also contributed to the increase in the mean bonus gap.

Despite these variations, our median bonus gap remains at 0.00%, demonstrating that at the mid-point of the distribution, men and women received the same bonus amount. This confirms that bonus opportunities and bonus structures are applied consistently across the firm, and the difference in the mean is driven by specific participation patterns and one-off award distributions rather than unequal treatment.

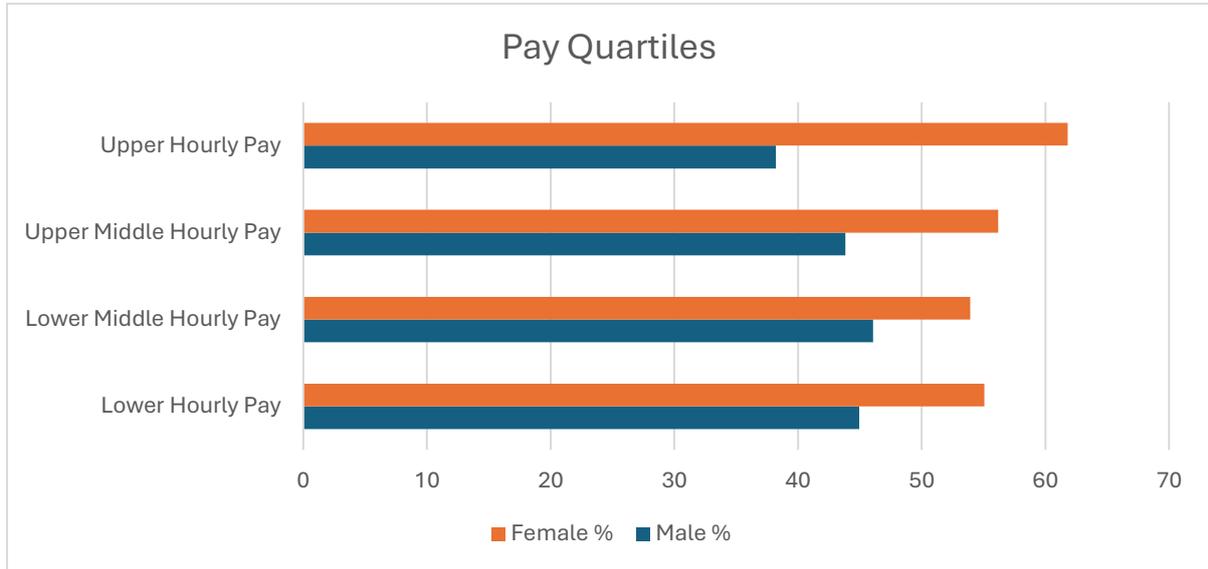
Bonus recipients by Gender

Proportion of employees receiving a bonus in the twelve months to 5th April 2025.

Male	Female
94%	98%

Overall, 96.07% of employees received a bonus within the reporting period. The remaining 3.93% did not receive a bonus because they were not employed at the time.

Pay Quartiles and Gender Representation



	Woman %	Men %
Upper Hourly Pay	61.80%	38.20%
Upper Middle Hourly Pay Quarter	56.18%	43.82%
Lower Middle Hourly Pay Quarter	53.93%	46.07%
Lower Hourly Pay Quarter	55.06%	44.94%

Commitment to People Well-being

The well-being of all of the people at Larking Gowen continues to be a key priority and our approach remains consistent year on year. Alongside our competitive benefits offering, we provide a comprehensive Employee Assistance Programme, access to therapeutic support, and dedicated mental health resources. We also have trained Mental Health First Aiders across the Firm who offer guidance and help signpost colleagues to professional support when needed.

These initiatives form an important part of our commitment to creating a supportive and healthy working environment for everyone in the business.

Promoting Inclusivity and Nurturing Career Development

We believe our gender pay gap results for both 2024 and 2025 continue to demonstrate that our pay practices remain fair and equitable.

Our business strategy places inclusivity at the forefront of all that we do. Our objective is to ensure that everyone, feels valued, supported, and able to progress to meet their potential. We continue to invest in people initiatives and promote a culture of career long training and personal development.

We remain dedicated to supporting employees by:

- Providing varied and flexible career pathways
- Identifying and addressing any perceived barriers to progression
- Encouraging and supporting colleagues to progress into senior leadership roles, including partnership

Conclusion

Our Firm's culture is grounded in our vision of Great People, Great Performance and Great Impact, underpinned by our core values of People, Relationships and Community. These commitments drive our approach to creating an inclusive workplace where everyone feels heard, supported, valued and moreover is supported in their personal growth, progression and development.

I confirm that the data presented in this report is accurate.



Julie Grimmer
Managing Partner
24 March 2026