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# MDU gender pay gap report 2025

Our people make the MDU such a brilliant place to work. Colleagues across the business work incredibly hard to provide world-class support to our members.

Just as they are there when members need someone to turn to, the MDU is proud to support our people - nurturing talent, enabling development, and fostering a fair and inclusive environment where everyone can thrive.

**Claire Forester**  
Director of HR

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## About the MDU

The Medical Defence Union (MDU) is a not-for-profit, mutual organisation. We are owned and run by our members – with more than 200,000 healthcare professionals across the UK and the Republic of Ireland.

The MDU has a unique mix of medical, dental and professional colleagues who work together to guide, support and defend our members. Many colleagues comment on our professional, supportive and friendly environment, and almost half of our staff have been here for more than 10 years. They choose to stay because the MDU values its people. We embrace and respect all differences, recognising and valuing the contribution of every colleague.

We are committed to doing this, and our actions reflect it.

## Our values in action

<b>Equality in action</b>	We are confident that our equal approach to recruitment means we attract high-potential candidates who are genuinely the right fit for their role.
<b>Developing our talent</b>	<p>We want to support colleagues to grow and develop in their roles, and to find new opportunities across departments. Our in-house Evolve training programme offers a range of courses to support personal development including generational shift; conflict handling; building self-confidence and many more.</p> <p>For those looking to progress into leadership roles, we provide a separate suite of courses ensuring that colleagues are equipped and supported for the next stage of their careers.</p> <p>MDU colleagues can also access more than 22,000 training courses via LinkedIn Learning, and we encourage them to use this to support their role at the MDU and help them in external pursuits and hobbies.</p> <p>We are delighted that our membership department induction programme has been recognised with a Princess Royal Training award. We continue to update the course to reflect the changing needs of a hybrid workforce and to ensure clear career pathways for colleagues.</p>



## An inclusive culture

<b>An inclusive culture</b>	<p>We have a dedicated 'Insights' programme at the MDU to help build an inclusive workplace by sharing the diverse lived experience of colleagues across the organisation.</p> <p>Over the past 12 months, this has provided a platform for colleagues to share with, and learn from, one another – from panel discussions to mark International Women's Day, to colleagues sharing how they celebrate Ramadan, and a podcast series looking at different eras from the MDU's history.</p> <p>We are committed to creating a welcoming and inclusive environment where everyone feels they can bring their whole selves. To support our neurodiverse colleagues we promote individual membership of GAIN (the Group for Autism, Insurance, Investment and Neurodiversity), and invite colleagues to share experiences and connect with peers via our 'Connect4' meet-up series.</p>
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## One team

At the MDU, we work as one team to deliver the best possible service for our members.

To support this, we hold monthly all-staff events to allow colleagues to profile the work of their department to the rest of the business. Events also give senior leaders the opportunity to communicate information about company strategy and performance to the rest of the organisation.

These CEO forums, town halls and 'lunch and learn' sessions are a fixture in the MDU workplace calendar, and support the community feel we pride ourselves on.

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## Benefits

We offer a range of employee benefits, including salary sacrifice schemes and enhanced family leave arrangements to attract and retain colleagues and support their wellbeing.

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## Our report

The six calculations contained in this report are produced as part of our obligations under The Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.

We provide analysis against each of these calculations.

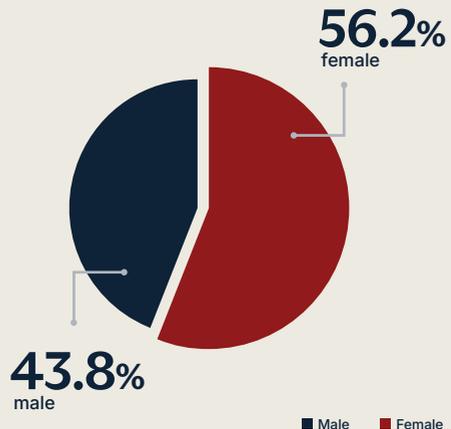
The numbers listed in this report are accurate and represent data for the snapshot date of 5 April 2025.

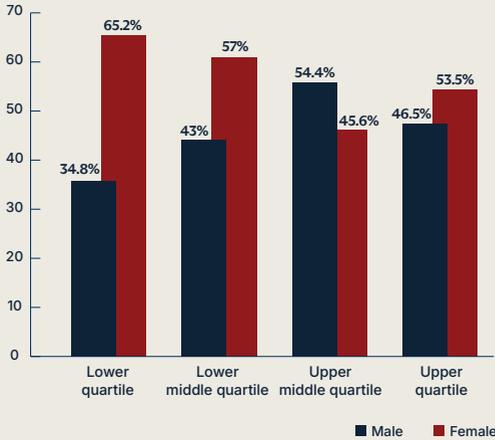
**Dr Matthew Lee**  
Chief Executive Officer

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## MDU employees

The MDU employs more female than male employees. 56.2% of our staff are female.





## Pay quartiles across the MDU

Pay quartiles are calculated by listing rates of pay across the organisation in order from lowest to highest, and dividing this information into four groups.

UK national data would suggest that the number of female employees decreases toward the upper, or higher paid, quartiles, as in many organisations women tend to be under-represented in more senior roles.

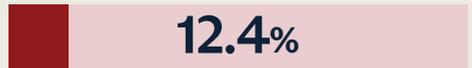
At the MDU, there is a higher proportion of females in all but the upper middle quartile.

## Gender pay gap

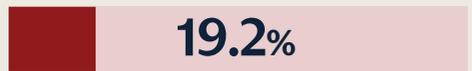
A higher proportion of female staff are employed in the lower pay quartiles.

In 2025, the median gender pay gap was 19.2% compared to 28% in 2024, and the mean pay gap was 12.4% compared to 13.8% in 2024. A number of factors can impact the data year on year, but like the previous year, the changes in 2025 continue to reflect workforce fluctuations such as retirements and staff changes. More males than females continue to choose not to accrue more pension savings and opt for cash options instead.

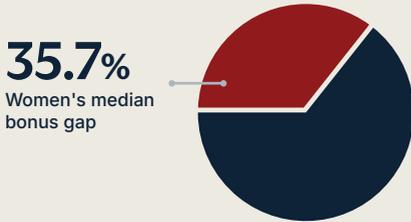
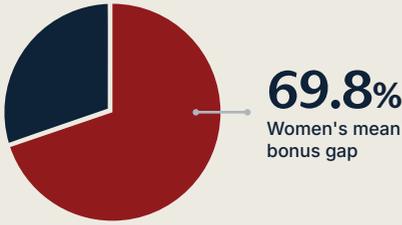
The mean pay gap is the difference between the average hourly rate of pay received by men and women, while the median pay gap is the difference between the midpoints in hourly earnings received by men and women.



Mean pay gap



Median pay gap



### The MDU bonus pay gap

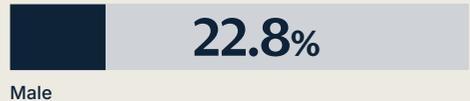
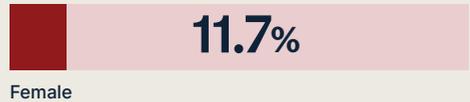
The MDU's bonus scheme is limited to specific circumstances and roles, with different targets and initiatives in place according to the employee's role.

For example, whereas bonus payments for some senior-level employees are driven by target-led incentive plans linked to business performance, employees in sales and customer service roles are more likely to be offered a fixed bonus payment.

Incorporating these different pay elements into the same calculation creates a somewhat distorted overall result, as seen in the numbers opposite. The bonus pay gap also reflects the higher number of male employees on the incentive plan, and the higher number of female employees on the fixed bonus plan.

### Bonus payments

The proportion of males and females who received a bonus payment.



### Next steps

The MDU is committed to ensuring equality of pay regardless of gender.

We recognise that the pay gap can fluctuate from year to year as individual employees' career choices change and the structure of our workforce shifts. We continue to review and monitor our remuneration strategy, as well as how we assess and evaluate roles, to ensure consistency and the just and fair approach that we have always prided ourselves upon.

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