



**AVISON  
YOUNG**

# **UK gender pay gap report 2025**

**Published April 2026**



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**A more gender-balanced business will improve our performance and better reflect our clients.**

# Introduction

We are continuing to take responsibility for improving the gender pay gap in Avison Young.

All the evidence shows that a more gender-balanced business will improve our performance and better reflect our clients.

We are keen to make progress in recruiting, retaining and rewarding a diversity of skills, experience and expertise in our business, to deliver for our clients.

# Headlines

To comply with UK legislation, we are required to publish data for Avison Young (UK) Limited. However, we have chosen in this report to publish data for all Avison Young entities in the UK.

Our latest gender pay gap (GPG) figures (for April 2025) show a 6% increase in our mean GPG across all Avison Young UK entities over the preceding 12 months. Our median GPG has also increased by 3.3%. Our mean and median bonus gaps have reduced by 14% and 5.4% respectively. More detail is included at the end of this report.

The increase in our gender pay gap in 2025 contrasts with the incremental progress we made in achieving reductions to our GPG in both 2023 and 2024. Unfortunately, the increase has largely occurred due to specific changes we needed to make to remuneration during the period April 2024 to April 2025 to attract and retain key senior talent, in a frequently highly competitive and at times rapidly changing and uncertain marketplace, together with the fact that the first tranche of 2024 bonuses were paid in April 2025 and therefore affected the calculation of hourly pay rates (unlike the year prior, when 2023 bonuses were paid in May 2024).

Over the coming 12 months and beyond, we will be refocusing our work using our new UK Principal Advisory Committee (PAC) to take action in order to seek to reverse this trend in our GPG, as explained further on the following pages.



# UK Principal Advisory Committee (PAC)

As explained on the following pages, over the last year our GPG Advisory Working Group has delivered as described in the look back to our 2025 DEI Action Plan.

From 2026 onwards, responsibility for reducing our GPG and improving gender equality has moved to our new PAC chaired by Jo Davis and attended by Steve Cresswell and Ramsey Mirza HR Director, together with a cross-representation of Principals. The PAC is taking forward our future areas of focus, as described in the look forward to our 2026 DEI Action Plan.



# Look back: 2025

## DEI Action Plan

Our 2025 DEI Action Plan focused on talent acquisition and development, including:-

- male/female %split of recruits tracked **56/44**
- hiring manager training for **35+**
- held **2nd** Black Girls in Property event
- inclusive leadership training for **85+**
- inclusive manager training for **200+**
- inclusive business training for **800+**
- prevention of harassment training for **1250+**

Our Mentoring network continued to grow.

Our Employee Resource Groups (ERGs) continued to flourish, open to all, including:- [Roots](#), [Conexión](#), [Folx](#), [Empower](#), [Spark](#)



# Look forward 2026: **Introducing our values**

In 2026 we are rolling out and embedding these Avison Young values, to ensure an inclusive culture.

	<b>Passionate</b>	We are <b>passionate</b> professionals who love what we do. We give it our all and continually strive for excellence—we respect one another, and the power of our collective expertise.
	<b>Smart</b>	We are <b>smart</b> professionals who think twice and act once—valuing thoughtful decisions, open collaboration, and ideas over egos to drive progress and shared success.
	<b>Connected</b>	We are <b>connected</b> . We work together to put our clients first, building trust, and driving meaningful, long-lasting impact.
	<b>Invested</b>	We are <b>invested</b> . We are accountable for our actions, act with integrity, and strive for win-win outcomes that strengthen our teams, clients, and company.

# Look forward 2026: **Championing our culture**

In 2026 all our Principals and other leaders will be responsible for championing our culture.



Model the  
values daily



Translate culture  
into practice



Recognize and reinforce  
aligned behaviours



Create safe spaces  
for dialogue

# Look forward 2026: **Focusing on Talent**

As part of our continued commitment to building a more inclusive and gender-balanced organisation, we are placing clearer focus on how we identify, support, and develop female talent across Avison Young. Our approach, shaped by employee feedback and the priorities set out in our evolving talent strategy, is designed to create an environment where women have equitable access to meaningful development and career progression opportunities.

In line with our work to strengthen leadership capability and cultivate a more diverse talent pipeline, we are enhancing the structure and visibility of development pathways, mentoring, and leadership preparation. These efforts form an integrated ecosystem as described on the next page that supports career growth at every level and helps female professionals build the skills, confidence, and connections needed to progress within the commercial real estate industry.

We have introduced a refreshed talent review process and targeted development initiatives that enable us to better understand our internal talent landscape, identify high-potential women, and ensure they are considered for programs such as Emerging Talent, Leadership Pathway, coaching, and individualised development plans. These initiatives are designed not only to increase access to development but also to enhance visibility and create clearer pathways toward leadership roles across the business.

Through this coordinated and intentional approach, we remain committed to advancing gender equity, supporting long-term career development, and ensuring that our people experience reflects the values of being Passionate, Smart, Connected, and Invested.



# Look forward 2026: **Launching our Talent Management ecosystem**

In 2026 we will rollout our enhanced Talent Management ecosystem, to enable our inclusive culture.

Every role. Every path. One ecosystem for growth.

## Our foundational building blocks



## Learning and development programs



## Core talent



## Look forward 2026: **DEI Action Plan**

In 2026 we will refocus action on the DEI Action Plan outlined below.

Targets and measurement	A target of balanced male/female membership of the <b>UK SLT and UK Principal Advisory Council</b> . BGL's to establish similar targets, within their SLT's, <b>aligned to Succession Planning</b> .	Seek to ensure that <b>candidate pools</b> for Associate Director and Director roles across the UK business have at least a <b>60%/40% gender split</b> .	A target of <b>50% graduates and 50% apprentices</b> in Future Talent recruitment cohort.
Leadership accountability	Attendance of all Principals and Directors on <b>in person Inclusive Leadership training</b> .	Launch <b>Reverse Mentoring</b> programme.	Increase the number of hiring managers who have been trained in <b>How to be a great hiring manager</b> .
Talent initiatives	Provide transparency and support ahead of the <b>2027 promotion process</b> during <b>2026</b> .	Lead <b>campaign to encourage recruitment referral scheme and promote enhancements in family friendly policies, benefits and flexible working practices</b> .	Launch <b>Internal Career Day to showcase career development opportunities</b> at AY. Pilot to launch with female Associates and Associate Directors.



## Avison Young UK (all companies)

Avison Young Gender Pay Gap Publishing Year	2023	2024	2025	2026	
Avison Young Gender Pay Gap Reporting Year	2022	2023	2024	2025	Change 2024/2025
Mean Gender Pay Gap	45.6%	40.9%	34.7%	40.7%	6.0%
Median Gender Pay Gap	42.6%	41.0%	39.3%	42.6%	3.3%

# Avison Young UK (all companies)

## Bonus Proportions

### Bonus Pay Gap

Avison Young Gender Pay Gap Publishing Year	2023	2024	2025	2026
Avison Young Gender Pay Gap Reporting Year	2022	2023	2024	2025
Proportion of Females receiving a bonus	92.9%	30.2%	58.7%	64.0%
Proportion of Males receiving a bonus	92.1%	27.0%	65.4%	69.9%
Mean Bonus Pay Gap	68.3%	87.5%	74.3%	60.3%
Median Bonus Pay Gap	63.6%	80.0%	64.9%	59.5%



# Avison Young UK (all companies)

## Quartile Pay Bands

Proportion of employees in each pay quartile



### Quartiles

Avison Young Gender Pay Gap Publishing Year	2023		2024		2025		2026	
Avison Young Gender Pay Gap Reporting Year	2022		2023		2024		2025	
Quartiles	Male	Female	Male	Female	Male	Female	Male	Female
First quartile (25th Percentile) Lower	36%	64%	37%	63%	36%	64%	34%	66%
Median Value (50th percentile) Lower Middle	49%	51%	47%	53%	46%	54%	47%	53%
Third quartile (75th percentile) Upper Middle	73%	27%	69%	31%	65%	35%	62%	38%
Upper Quartile	85%	15%	80%	20%	80%	20%	78%	22%



## Avison Young (UK) Limited

Avison Young Gender Pay Gap Publishing Year	2023	2024	2025	2026	
Avison Young Gender Pay Gap Reporting Year	2022	2023	2024	2025	Change 2024/2025
Mean Gender Pay Gap	37.4%	37.9%	30.9%	38.0%	7.1%
Median Gender Pay Gap	37.3%	37.5%	37.7%	38.5%	0.8%

# Avison Young (UK) Limited

## Bonus Proportions

### Bonus Pay Gap

Avison Young Gender Pay Gap Publishing Year	2023	2024	2025	2026
Avison Young Gender Pay Gap Reporting Year	2022	2023	2024	2025
Proportion of Females receiving a bonus	93.6%	32.9%	60.6%	66.4%
Proportion of Males receiving a bonus	93.5%	29.0%	68.1%	69.5%
Mean Bonus Pay Gap	65.2%	86.8%	75.6%	59.3%
Median Bonus Pay Gap	65.0%	77.7%	70.7%	58.6%



# Avison Young (UK) Limited

## Quartile Pay Bands

Proportion of employees in each pay quartile



### Quartiles

Avison Young Gender Pay Gap Publishing Year	2023		2024		2025		2026	
Avison Young Gender Pay Gap Reporting Year	2022		2023		2024		2025	
Quartiles	Male	Female	Male	Female	Male	Female	Male	Female
First quartile (25th Percentile) Lower	40%	60%	35%	65%	37%	63%	36%	64%
Median Value (50th percentile) Lower Middle	52%	48%	53%	47%	47%	53%	49%	51%
Third quartile (75th percentile) Upper Middle	74%	26%	49%	51%	65%	35%	64%	36%
Upper Quartile	83%	17%	85%	15%	80%	20%	77%	23%

# In conclusion

We know we have a lot more to do to seek to reverse the increase in our gender pay gap in 2026 and beyond, especially when it comes to living our new company values, to be a truly diverse, inclusive and equitable business.

Everyone in leadership roles and the wider business has a part to play in ensuring that the needed momentum and change set out in our 2026 DEI action plan and related initiatives is achieved.

We confirm that the data contained within this report is accurate and meets the requirements of the Equality Act 2010 (Gender Pay Gap Information) Regulations 2017.



**Jo Davis, UK Principal Advisory Committee Chair**



**Steve Cresswell, UK Chief Operating Officer**

**April 2026**



# Appendix: explanation of terms used

The **Gender Pay Gap** (GPG) shows the difference in average earnings between women and men. The GPG is not the same as equal pay. Equal pay is the right for men and women to be paid equally when doing the same or equal work.

The **mean gender pay gap** is the difference between the average hourly earnings of men and women.

The **median gender pay gap** is the difference between the midpoints in the ranges of hourly earnings of men and women.

