

Gender Pay Gap Report

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Kinleigh Folkard & Hayward



Snapshot Date: 5 April 2025

We know that in order to deliver on our mission to be London's leading property services group, our workforce needs to reflect the diversity of the city we operate in.

Kinleigh Folkard & Hayward





All organisations that employ over 250 employees are required to produce an annual report on their gender pay and bonus gap.

A gender pay gap is not the same thing as an equal pay gap. The gender pay gap is defined as the difference in the average earnings between men and women, over a standard period of time, regardless of the role they do.

We're confident that our gender pay gap is not a pay issue as our approach to pay is gender neutral by design and our analysis shows that our pay gap is driven by the structure of our workforce.

This neutrality also applies to our bonus structure and we acknowledge that the shape of our workforce drives our mean bonus gap in the same way it does our gender pay gap. We continue to work towards ensuring all of our roles are balanced between men and women.

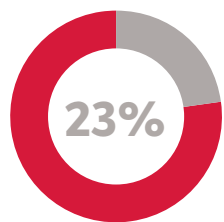
John Ennis

Chief Revenue Officer at Kinleigh Folkard & Hayward

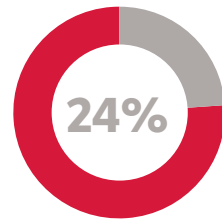
Pay Gap Overview

The gender pay gap is the difference between the average earnings of men and women across an organisation, expressed as a percentage, comparing 2024 to 2025. It does not relate to a pay difference for like for like roles held by men and women within the organisation. Of the two measures reported, the mean measurement provides a more representative picture of our business and is more useful in helping us shape future policies needed to close the gap.

These figures indicate a **material gap in both average and typical earnings**, with men earning more than women overall.



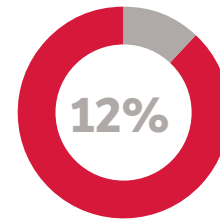
Median



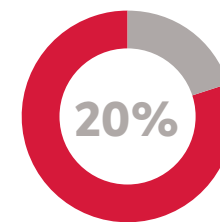
Mean

2025 Ordinary Pay Gap

The percentage ordinary pay gap between median value of male and female hourly pay is **22.78%** when employees are ranked from lowest to highest earner. When observing the mean percentage difference between male and female average hourly earnings is **24.28%**.



Median

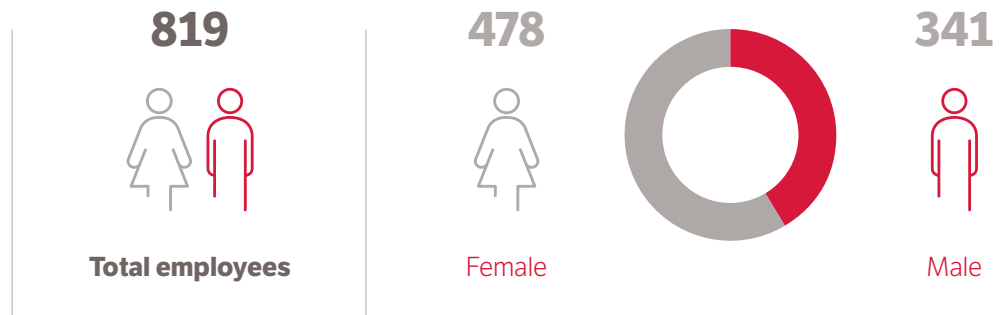


Mean

2024 Ordinary Pay Gap

The percentage ordinary pay gap between median value of male and female hourly pay is **12.36%** when employees are ranked from lowest to highest earner. When observing the mean percentage difference between male and female average hourly earnings is **20.15%**.

Workforce Profile

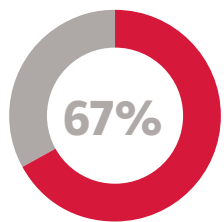


The organisation continues to have a **majority female workforce**.

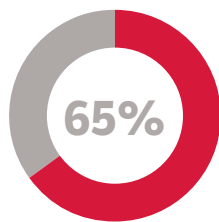
Pay Quartile Distribution

The following charts illustrate the gender distribution across the business in four equally sized quartiles.

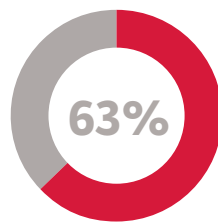
2024-25



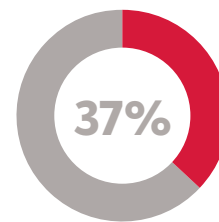
Quartile 1



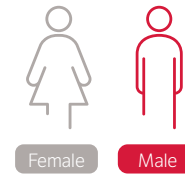
Quartile 2



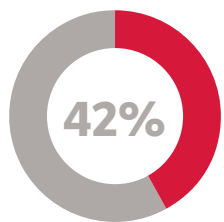
Quartile 3



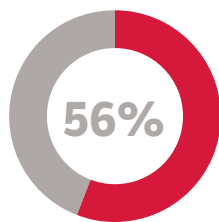
Quartile 4



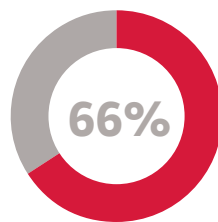
2023-24



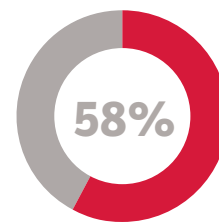
Quartile 1
Female majority



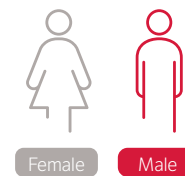
Quartile 2
Female majority



Quartile 3
Strong female
representation



Quartile 4
Male-dominated
highest earners



KFH Gender Pay Gap Action Plan (2025)

To address the pay gap identified in the 2025 data, the organisation will focus on the following priority actions: To address the pay gap identified in the 2025 data, the organisation will focus on the following priority actions:

1. Increase Female Representation in Senior Roles

- Strengthen succession planning to support progression of women into upper quartile roles.
- Ensure diverse shortlists and balanced hiring panels for senior positions.
- Introduce targeted leadership development and mentoring programmes.

2. Improve Pay Equity

- Conduct regular pay reviews to identify and address any unjustified pay differences.
- Implement consistent frameworks for setting starting salaries and pay increases.
- Introduce greater oversight and calibration in annual pay review processes.

3. Support Career Progression

- Enhance development opportunities for women in mid-level roles to support advancement.
- Monitor promotion rates by gender to ensure equitable progression.
- Continue to support flexible working while ensuring equal access to career opportunities.

4. Strengthen Governance and Accountability

- Set measurable targets to improve gender balance in higher pay quartiles.
- Track and report progress to senior leadership on a regular basis.
- Embed gender pay gap considerations into broader people and reward strategies.

Overall Focus

The organisation will prioritise improving representation at senior levels and ensuring fair and consistent pay practices, to support a sustainable reduction in the gender pay gap over time.

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