

Gender Pay Gap Report

2025

Carter Jonas

Gender balance and inclusion is fundamental to the future of the property sector. Diverse teams bring fresh perspectives, drive innovation, and deliver better outcomes for clients, strengthening resilience in an increasingly competitive market.

While gender pay gap reporting is a legal requirement in the UK, at Carter Jonas, we view it as an opportunity to focus on our culture, policies and most importantly, practices.

Our commitment is clear: to create a workplace where everyone can thrive. By embracing diversity in all its forms, we unlock unique talents and ideas that fuel growth and success. This report, based on data from April 2025, reflects the progress we have made and the steps we are taking to accelerate positive change. We have set ambitious targets to reduce our pay gap over time and are pleased to see a significant shift towards these.

We have achieved a reduction in our mean gender pay gap to 21.77%, reflecting almost a 10% reduction over the last 5 years. The gender pay gap is a complex issue influenced by many factors, but it is one we can address. Through greater transparency and continued investment in an inclusive culture, we are determined to close this gap.

Our gender pay gap

From the extract data taken from April 2025, we report a mean hourly pay gap of 21.77%. We continue to see a shift in the balance of gender across all pay quartiles, and the impact of more women in the top quartile will positively reflect in the pay gap as we move forward.

Pay Gap

Table 1 shows our mean and median gender Pay Gap at the snapshot date.

| | Mean | Median |
|-------------------|---------------|---------------|
| Hourly Pay | 21.77% | 28.83% |

Pay Quartiles

Table 2 shows the gender distribution of pay across four equally sized quartiles.

| | Women | Men |
|------------------------------|---------------|---------------|
| Top Quartile | 33.65% | 66.35% |
| Upper Middle Quartile | 51.18% | 48.82% |
| Lower Middle Quartile | 72.04% | 27.96% |
| Lower Quartile | 59.24% | 40.76% |

In 2024, Carter Jonas awarded only contractually agreed bonuses, meaning the data is not comparable with previous years. To maintain accuracy, we have not included further bonus analysis for this period, and will resume full comparative analysis in future years.

Career pathways focus

This year, we are focused on embedding our career pathways and highlighting the diverse routes available beyond traditional linear progression. We have seen particular success for women who have retrained or broadened their skills, enabling career moves such as transitioning from Administrator to Surveyor or progressing into senior leadership roles.

Our refined competency framework underpins all progression opportunities, providing clarity on the skills, behaviours and capabilities expected at every level. These competencies are embedded across our performance processes, development programmes and career conversations to ensure a consistent and equitable approach.

With the relaunch of our Leadership and Management Development programmes, aligned with Vision 2030, colleagues will have structured opportunities to develop the capability and confidence required for more senior roles, with a focus on supporting gender balance across all programmes.

Our mentoring programme, which has grown by 40% in available mentors, offers personalised support at all career stages. Managers are encouraged to champion mentoring, particularly at key transition points where additional guidance can have the greatest impact.

By strengthening clarity, consistency and support throughout our career pathways, we aim to create an environment where everyone can develop and progress, and where talent is nurtured.

Our action plan

- As we reflect on our progress and work to achieve our ambitions, there are a number of key initiatives we continue to work on and embed to improve our gender balance.
- This year we launched Vision 2030, marked by a whole-company collaboration day. Equality, Diversity and Inclusion (EDI) remains a core part of the Nurture Our People pillar and is underpinned by a detailed EDI strategy, with measurable KPIs.
- We have refined our competency framework, and the People element continues to be embedded across our people practices, development opportunities and career pathways.
- In line with Vision 2030 and the updated competencies, we will be relaunching our Leadership and Management Development programmes this financial year, with EDI integrated as a key component throughout.
- The Carter Jonas Equality, Diversity and Inclusion (EDI) Network continues to grow and regularly meets to review and progress ideas for business improvement. This community has now expanded to include six additional employee network groups, each providing valuable opportunities for advocacy and focused change.
- We have delivered an active programme of keynote speaker events throughout the year, open to all colleagues. This will continue, with particular focus on areas such as women's health, menopause awareness, neurodiversity and personal safety.
- We continue to highlight colleague experiences across the business in a range of ways. International Women's Day remains a key moment to celebrate the work of women across Carter Jonas, and we look forward to celebrating again this year.
- We have maintained our external Clear Assured Gold accreditation and continue to demonstrate progress in all areas as we work towards achieving Platinum status.
- Our talent attraction and recruitment processes continue to be reviewed to ensure they support the attraction of female talent across the organisation. This includes the use of mandatory unconscious bias training, balanced interview panels and targeted job boards.
- We will continue to actively review workforce data to ensure equal opportunity at every career stage, including access to progression, development programmes and equitable pay practices.
- We remain committed to improving gender balance at senior leadership levels and are progressing this through ambitious KPIs and focused action.
- This year, we relaunched our mentoring programme and promoted its value across all career stages. Managers will be encouraged to sponsor colleagues within their teams to access mentoring as a route to accelerated growth and development.



The Women's Network will continue to be a key influence in progressing our gender balance ambitions, working closely with senior leaders and HR to inform policy development and shape initiatives.

The Network brings colleagues together to share experiences, raise awareness and drive positive change. Its continued insight and engagement remain instrumental in supporting meaningful progress.



Our ESG Strategy and Sustainability reporting shares our commitment to Empowering our People, Protecting our Planet and Championing our Communities. Learn more about our commitment here.

At Carter Jonas, Equality, Diversity and Inclusion remains central to how we operate. With the continued commitment of our Senior Leadership team, we will keep working to strengthen gender balance across the organisation.

By collaborating closely with our people and our employee network groups, we will listen to feedback, explore new ideas, and adopt meaningful improvements.

Equality, Diversity and Inclusion continues to be an active focus at Carter Jonas, and with the full support of Senior Leaders, we will continue to improve our gender balance across the whole organisation. In collaboration with our people and employee network groups, we will consider and adopt suggestions for improvement.

We confirm the data reported is accurate.



Richard Bruce
Chief Executive



Claire Matthews FCIPD
Head of Human Resources