

Knight Frank Australia Gender Pay Gap Report

February 2026

At Knight Frank Australia, we're committed to helping shape our industry to be the most balanced and innovative that it can possibly be.

We've made a promise to our people that they'll be supported and inspired in an inclusive culture that's defined by opportunity. Creating a diverse and inclusive organisation where everyone has a voice and is empowered to make a difference is critically important to us.

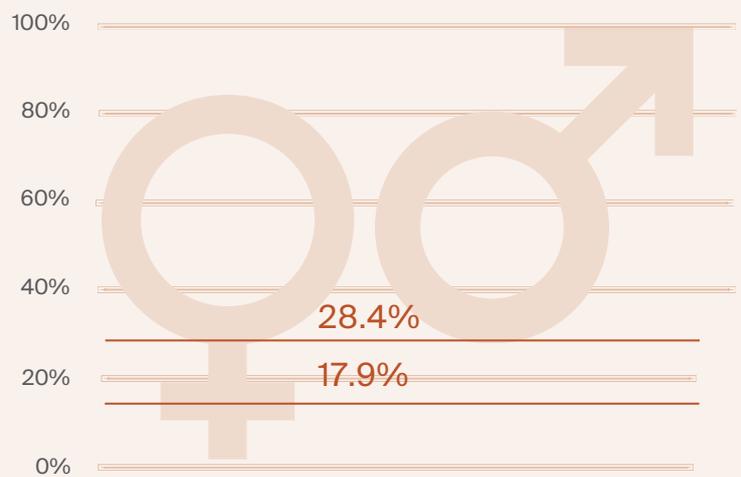
Our gender pay gap at a glance

Our gender pay gap increased this year. This was influenced by stronger business performance, which resulted in higher variable remuneration outcomes, as well as changes in workforce composition during the reporting period.

In 2025, with 900 employees, our median total remuneration gender pay gap was 17.9%.

When we consider base salaries, the gap is reduced to 13.1% (median).¹

2024 / 2025	
28.4%	17.9%
Average total remuneration	Median total remuneration
14.5%	13.1%
Average base salary	Median base salary



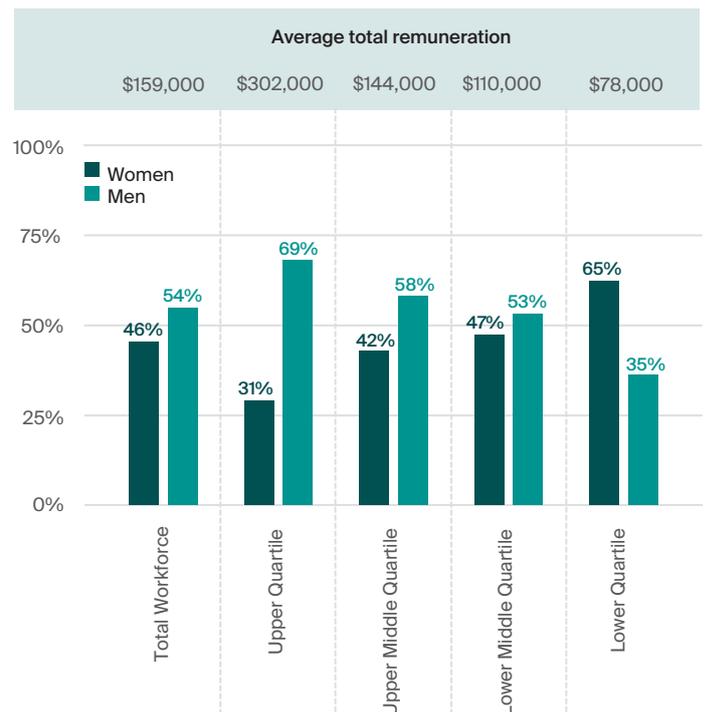
¹ The Gender Pay Gap does not represent equal pay for equal work between men and women. Instead, it is the difference in average/median earnings between women and men in the workforce.

Gender composition by pay quartile

The adjacent chart divides the total remuneration full-time equivalent pay of all employees into four equal quartiles. A disproportionate concentration of men in the upper quartiles and/or of women in the lower quartiles can drive positive gender pay gap.

Men are overrepresented in the upper quartile and women are overrepresented in the lower quartile, i.e. we have a higher proportion of men in the highest-paid roles and a higher proportion of women in the lowest-paid roles.

This contributes to an overall gender pay gap, where men, on average, earn more money than women.



Source: Workplace Gender Equality Agency

Understanding the gap

We know, women are underrepresented in some areas of our business, and we'll continue to work towards a better balance.



As with many of our peers in the Australia property industry, Occupational Segregation in our Agency business is a challenge.



Our gender pay gap reflects the fact that we have a higher proportion of men at a senior level and in roles with variable compensation (eligible for commission and/or bonuses).

As a result, men generally have higher earning potential. This also explains why our gender pay gap at the base salary level is lower than total remuneration.



Research shows that men tend to engage more in salary negotiation when accepting a new role. Historical instances of this could also have contributed to our gender pay gap.

We recognise that we still have work to do, and gender equality continues to be a priority for us.

After reviewing our gender pay gap as reported by the Workplace Gender Equality Agency and the Champions of Change Coalition 2025 Impact Report, we're continuing to address gender equity at Knight Frank Australia by focusing on actions to recruit, promote, and retain more women.

To help address occupational segregation and increase the number of women in senior roles, we are:

- Expanding and strengthening diverse talent pipelines through partnering with schools, universities and industry groups to engage women earlier.
- Showcasing female role models, carer pathways and inclusive stories.
- Increasing visibility through events and initiatives that support women entering and progressing in property.
- Building hiring capability by focusing on inclusive interviewing, skills-based assessment and reducing bias to support pay equity.
- Strengthening external positioning by transparently communicating our DEI progress, gender pay gap actions and commitment to equitable recruitment and career development.

To ensure we understand our gender pay gap drivers and focus areas:

- Conducting regular and detailed gap analysis to identify any pockets of the business where we can rectify historical issues.

To help address our WGEA targets, we're focusing on these three areas:

- Increasing the representation of women in sales and leasing agent roles.
- Enhancing our parental leave policy and improving uptake by men.
- Reducing our overall gender pay gap.



Our Executive Committee is committed to creating opportunities for a broader group of leaders.

“ Creating a workplace where diversity is respected and everyone feels heard is at the heart of who we are at Knight Frank Australia.

Our people shape our success, and we're committed to ensuring every colleague feels valued, respected and included so they can perform at their best. We embrace our differences and recognise the unique perspectives each person contributes.

To ensure we attract, recruit, develop and retain people from a diverse talent pool, we continue to take meaningful action through initiatives that create opportunities for a broader group of leaders to thrive.

James Patterson, Partner, Chief Executive Officer

Actions and Diversity, Equity and Inclusion initiatives

Completely eradicating our gender pay gap (including commission & bonuses) will take time and requires us to shift our gender balance at all levels.



While 42% of our Executive Committee are women, and our gender balance is stronger than some of our peers, we're particularly focused on ensuring we have more women at a senior level.



Promoting from within creates strong careers for our best people. By deliberately balancing the gender mix of promotion candidates, we're shifting gender representation at every level of our business.



In 2025, 40% of our promotions were women.

In 2025, 55% of our National Excellence Award winners were women.

We've made a promise to our people that they will 'feel supported and inspired in an inclusive culture that is defined by opportunity'.

As part of this, we're committed to:



Building a workforce that reflects a balanced representation of our society.



Creating a welcoming and respectful workplace where everyone feels valued, comfortable being themselves and that they can bring their whole selves to work.



Encouraging a culture of transparency and trust where the sharing of opinions and ideas is welcomed.



Reviewing our promotions process and our recruitment and selection processes to ensure fairness, transparency, and equity.



Measuring and benchmarking ourselves and tracking our progress.



Creating a balanced future, full of opportunities, possibility, and growth for everyone.

Diversity, Equity and Inclusion initiatives

We're committed to creating a more diverse and balanced workplace.

We're proud winners of the 2025 Property Council of Australia National Innovation & Excellence Award for Diversity, Equity & Inclusion, Australia's most prestigious recognition of leadership, innovation, and impact in the property industry.



- Every year, we invite our people to participate in two surveys:
 - Alongside our regular employee engagement survey, we ask them to help inform and shape our diversity, inclusion and accessibility strategy by answering some optional demographic questions relating to their faith & cultural background, gender identity, ability and wellbeing and carer responsibilities.
 - We ask specific questions about their experience of gender equity at Knight Frank Australia and follow up with discussion groups to dive deeper. Feedback has informed an action plan and policy improvements.
- Our well-established Employee Advocacy Groups (EAGs) focus on each of our DEI pillars: Gender, Race & Faith, LGBTQ+ and Ability & Wellbeing – empowering our people to educate, inspire, and drive equal opportunities for all.
- As a member of the Champions of Change Coalition - Property, we're committed to the 40/40/20 commitment to diversity, ensuring a balanced representation of gender at a senior leadership level, providing opportunities for career advancement, and tackling occupational segregation issues.
- We are the **Property Council of Australia's NSW Diversity, Equity and Inclusion partner** and sponsor three popular annual Property Council of Australia Events International Women's Day Lunch, Women in Property Lunch and Pride in Property event.
- Fourteen exceptional Knight Frank Australia women secured a place in the Property Council's prestigious 500 Women in Property in 2025.
- We collaborated with EvenBetter.ai as one of the first globally to leverage AI to help identify, analyse and address diversity and gender pay gap challenges.
- Our ongoing sponsorship of the NSW Waratahs Women's team supports professional sportswomen to achieve pay parity and creates career opportunities for the team in property.
- Six out of eleven students joining our student program in 2025 were female.
- 50% of the Indigenous students we've welcomed through Bandu Organisation have been female.
- We fund a female graduate of Redfern Jarjum College, a primary school for Aboriginal children from kindergarten to Year 6, to pursue her high school education through our established bursary program.
- We are reviewing and updating our parental leave policy. Our Parental Leave Policy, includes superannuation in our paid parental leave for parents, of all genders. We currently offer primary carers up to 16 weeks of their base salary plus superannuation and 2 weeks base salary plus superannuation for secondary carers. We actively encourage men to take parental leave and celebrate and share Dads of Knight Frank stories.
- We offer Gender Affirmation Leave, allowing any employees in the process of affirming their gender up to 10 days paid leave to support with medical and other appointments.
- In 2023, we engaged Challenge DV to help us identify gaps and improve our approach to victims and perpetrators of Domestic & Family Violence.
- We allow our people to work flexibly, and the choice to work when and where it best suits their clients, colleagues, themselves, and Knight Frank Australia.

Our Diversity, Equity and Inclusion Partners

We're pleased to partner with the following organisations who are helping us push our agenda.



For more information on the positive action we're taking on diversity, equity and inclusion please go to:

[Knight Frank Australia | Our Commitment](#)



knightfrank.com.au