

# Gender pay gap report 2025

Our gender pay gap report reflects our commitment to building a diverse, equitable, and inclusive culture and a future where every employee can thrive.



# Our commitment

At Avalere Health, our mission to make **EVERY PATIENT POSSIBLE** is deeply connected to our commitment to build a diverse, equitable, and inclusive workplace. Our Advisory, Medical, and Marketing capabilities move as one, and so too must our culture — ensuring that every person possible has the opportunity to thrive.

I continue to feel privileged to lead a gender-balanced Global Leadership Team, 65% of whom are women. Together, we continue to create policies, practices, and initiatives that put our people first, ensuring every person is empowered to reach their potential and bring their authentic selves to work. In doing so, we are building a culture that reflects our C.O.D.E. and calls on us all to navigate our work and each other, with empathy.

In an effort to truly put our people first, we have understood our Gender Pay Gap Report earlier than the April 2026 deadline. The reason for this is so we can dedicate sufficient time to gain a clear understanding of the data, extract key insights, and implement actionable measures in real-time before reporting the data for the following year.

This year's report, based on data collected in April 2025, shows that while we continue to make progress in supporting women across leadership roles and career progression, our gender pay gap has unfortunately widened. It is important to note however, that the data collected for this report is not representative of our organization as a whole. Many female members of our global leadership team are not based in the UK and therefore, were not eligible to be included in the data for this report.

Despite calculating a wider gap this year, it is important we remain transparent in communicating and reporting these results because meaningful change begins with clear insights. Understanding this data earlier in the year, we can move forward with clarity and focus to identify more inclusive practices that close the gap and further support women across the business.



**Amar Urhekar**  
CEO

A handwritten signature in black ink, appearing to read 'Amar Urhekar', written over a horizontal line.

# The gender pay gap explained

The gender pay gap is an annual UK government report created to measure the difference in average hourly pay between men and women, expressed as a percentage of men's earnings. It provides a high-level view of gender balance in an organization.

The gender pay gap is not the same as equal pay. Equal pay refers to the legal right to be paid the same amount of money for the same work, between men and women. Avalere Health is an equal-pay employer.

# How the gender pay gap is calculated

## Mean vs median

- The median compares the midpoint of men's and women's pay.
- The mean compares average hourly pay.
- The median is often more representative, while the mean can be skewed by outliers.

## Pay quartiles

All employees' hourly pay is split into four equal groups, called 'quartiles', from lowest to highest. The proportion of men and women in each quartile is then calculated.

## The challenges

The gender pay gap is an important metric for driving pay equality across the UK, as well as for ensuring we counteract gender disparity across our business at Avalere Health. However, the methodology presents some challenges and does not show the full picture of our organization, because:

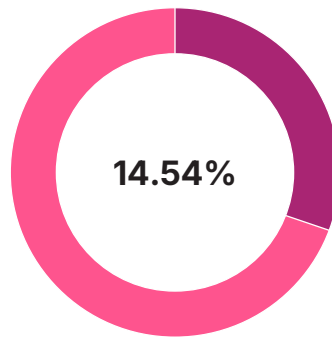
- It reflects only one day in April each year, which may not be representative of the rest of the year.
- It excludes those on maternity leave still receiving a salary (18 people).
- It excludes women in countries outside of the UK from the calculation. Given that we are a global business, this does not provide a full picture of all the women in our organization.
- The expectation from the government is to report data that is over a year old, posing challenges for acting on the insights in real-time. Moving forward, we will continue to pull our Gender Pay Gap data around the end of Q2 each year, before the April reporting deadline the following year.

# 2025 gender pay gap results

While we continue to be proud of and will continue to focus on our diversity, equity, and inclusion efforts, we are disappointed to see an increase in our gender pay gap this year.

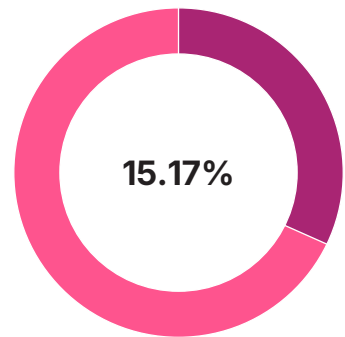
The data included in our report is based on a snapshot taken from April 5, 2025. At this time, the Avalere Health UK workforce comprised 484 employees eligible for inclusion in this calculation. Of this number, 333 were women (69%) and 151 were men (31%). While we had 88 more employees in our April 2024 Gender Pay Gap Report, the male to female percentages were similar last year, comprising 68% women and 32% men.

Mean gender pay gap



Male Female

Median gender pay gap



Male Female

Lower



Lower middle



Upper middle



Upper

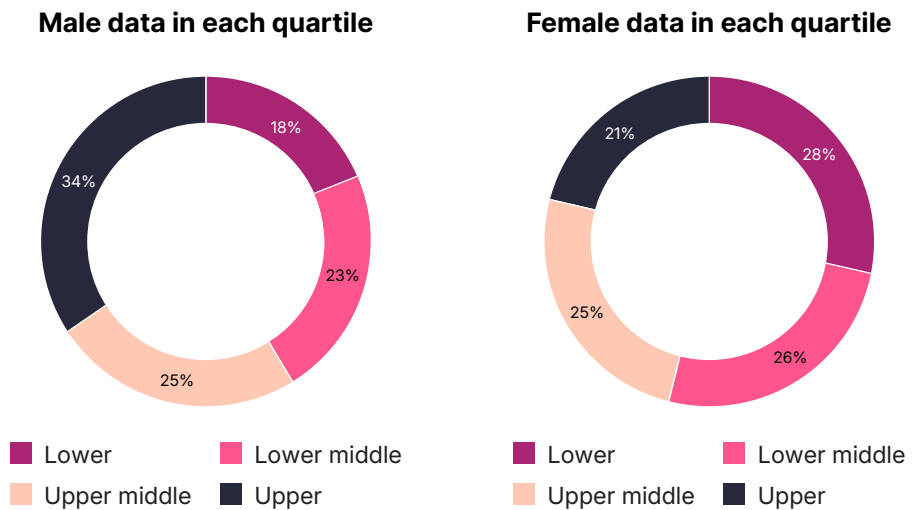


Male Female

### Our analysis

We are proud to have hired a majority of women to our entry-level positions, supporting the next generation of female talent in our Advisory, Medical, and Marketing teams. However, this also unfortunately contributes to widening our gender pay gap as there are fewer men in entry level roles. As a result, looking at the two lower quartiles, women make up 74% of the 242 employees – almost three quarters of all employees in the lower quartiles.

When focusing specifically on the distribution of female employees across all four quartiles, there is a relatively even representation in each quartile (ranging from 21%-28%), resulting in a 7% difference between females represented in the upper and lower quartiles. However, if we do the same for male employees across the four quartiles, the distribution is more uneven (ranging from 18%-34%), resulting in a 16% difference between upper and lower quartiles.



To build a fuller picture, we analyzed our promotion data for FY25 as well. Of the 46 promotions for UK employees in FY25, 72% were received by women, compared to 28% received by men. These promotions remain consistent with our gender split in the organization and are also reflective of the data we currently have on promotions in FY26 so far.

We also see a similar trend in our hiring data. In FY25, 78% of our new hires in the UK were women.

While our promotion and hiring data demonstrates our continued commitments from our 2024 Gender Pay Gap Report, the lack of male representation in the lower quartiles, has had the greatest impact on our 2025 Gender Pay Gap Report.

## Our commitment

- **Transparency:** We will hold an ENG meeting to share these results openly, ensuring our people understand the measurement methodology and have the opportunity to ask questions.
- **Timely reporting:** Staying true to last year's pledge, we are running the report in Q1 to provide current data to enable focus and actions to reduce the gap during the year.
- **Balanced shortlists:** We will continue to ensure balanced candidate shortlists from entry to senior roles, with a specific focus on balance of genders in entry-level roles.
- **Inclusive policies:** We will continue to strengthen our inclusive policies. Over the last six months, we launched both a Menopause and Menstruation Policy and will continue to find more opportunities to support women in the workplace and partner with organizations that advance equity.
- **Leadership accountability:** We have shared our Gender Pay Gap Report data and analyses with each President and People Leader so that measurable actions can be embedded into their people plans.

By maintaining transparency, acting on insights, and strengthening inclusive practices, we are committed to closing the gap and building a workplace where every person possible can thrive.

