

Gender Pay Gap Report 2019

ZHA



Wangjing SOHO. Photograph courtesy of SOHO China

The UK Government requires organisations with 250 or more employees to publish their gender pay gap data each year.

ZHA is committed to providing an inclusive workplace of equal opportunities that recognises the important contributions of every individual member of our team.

Gender Balance

45.1% of our team in the UK are women, an increase from 42.0% last year.

Female	45.1%
Male	54.9%

Pay Quartiles

In three of our four pay quartiles, including the upper quartile, the percentage paid to women has increased from 2018.

	Female	Male
Lower Quartile	58%	42%
Lower Middle Quartile	52%	48%
Upper Middle Quartile	38%	62%
Upper Quartile	26%	74%



King Abdullah Petroleum Studies & Research Centre. Photograph by Hufton + Crow

Gender Pay Gap Review

Following our comprehensive review to identify and address the specific causes of our gender pay gap, in 2019 we instigated flexible working hours and remote working systems to give our team greater choice in how they work. We also significantly enhanced our parental leave programmes as well as increased our maternity and paternity pay for all new parents.

To assist women at ZHA who are returning to work after parental leave, we also implemented a programme paying all new mothers their full salaries for working 4 days per week.

Measures introduced last year to support the growth and progress everyone at ZHA, as well as build greater diversity at every level, have begun to rebalance the company enabling over 40 women progressing to more senior roles at the end of 2019, including five women joining our directors level, we will continue to see further rebalancing this year.

Gender Pay Gap

Women and men working equivalent roles at ZHA are paid equally.

Median	22.80%
Mean	20.49%

Our median pay gap is 22.8%. This gap exists because a higher proportion of our longest-serving team members are male. We therefore currently have a smaller proportion of women than men in higher-paid senior positions.

Programmes introduced earlier in the year are enabling more women at ZHA to progress to senior roles.

Proportion of Employees Receiving a Bonus

Every member of our team working with us for the 12 months leading up to the year-end received a bonus.

Female	69%
Male	78%

69% of women and 78% of men at ZHA received a bonus.

56 women and 48 men joined the practice in 2019 and therefore did not qualify for a bonus last year-end. All are eligible for a bonus this coming year-end.

Gender Bonus Pay Gap

Bonuses paid to our senior management team are linked to their salary grades and the profits they generated for the company. As this team currently comprised of a higher proportion of men, it is reflected in our bonus pay gap.

Median	45.95%
Mean	72.94%

Policies implemented in 2019 have enabled more women to join our senior teams which will be reflected in the coming year's bonus pay gap results.



Niederhafen River Promenade. Photograph by Piet Niemann

Going Forward

ZHA continues our ongoing work to remove the barriers that prevent women from realising their ambitions in architecture.

Fostering a collective culture throughout the practice that enables diverse talents to grow and build on each other’s discoveries regardless of gender, race or background, we have established programmes that include ongoing operation forum reviews and leadership training to support progression at every level.

Last year we completed our comprehensive evaluation of the issues hindering the advancement of women through the practice and implemented flexible and remote working, as well as further enhanced parental leave and pay. We also introduced policies to improve the work/life balance of all to effect change throughout our profession.

Our diversity enriches every aspect of our work and has always been a tremendous asset. While women comprise more than 40% of our architects, we are proud to have a team of 50 different nationalities in our London office where over 30% of architects are Black, Asian and Minority Ethnic (BAME).

Role models are deeply important. They build a greater sense of identification with the profession and inspire us all to progress. With five women earning their place as a director last year, the enhanced motivation for career progression in women throughout the practice is self-evident.

We join everyone within architecture in continuing our work to rebalance the profession towards greater diversity at every level by addressing these key issues of our industry that will enable every woman to realise her ambitions.

Mouzhan Majidi
Chief Executive