

Gender Pay Gap Report 2022

ZHA



BEEAH Headquarters, UAE by ZHA

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

Our architecture is built around a deep commitment to the culture of diverse people working collaboratively. This collective, multi-disciplinary approach to problem-solving is a cornerstone of our success. Our diversity is a tremendous asset, helping to drive our decision-making and enriching the built environments we create.

Founded by Dame Zaha Hadid 43 years ago, ZHA is dedicated to being an inclusive workplace of equal opportunities that recognises the important contributions of every member of our team.

Since first reporting our gender pay gap in 2017, we regularly review progress within the company and our industry as a whole.

With more work ahead to achieve parity, ZHA's ongoing programmes enabling advancement have resulted in a 36% increase in the proportion of women within ZHA's upper quartile since 2017. Women now comprise 31% of our senior management team, an increase from 21% five years ago.

These increases have resulted in the reduction of our median and mean pay gaps as well as our median bonus pay gap by 28%, 19% and 70% respectively since 2017.

To accelerate this progression and foster more women leaders at ZHA, we continue to expand our development programmes and invest in our talent, encouraging greater diversity and equality throughout our practice.



Education Above All (EAA) school for refugee and displaced communities in Pakistan. Designed by ZHA in a charitable partnership with EAA

Investing in People

Our recruitment, training and retention policies and programmes nurture all talent to enable everyone at ZHA to realise their ambitions in architecture.

ZHA's learning and developmental programmes include an in-house training academy for junior management as well as coaching and leadership development tailored to address the challenges faced by our senior staff in overseeing teams who manage clients and consultants around the world.

We encourage all architectural assistants at ZHA to study for their Part III, providing guidance and support by funding their Part III course and exam fees in addition to paid study leave which is also offered when studying for other relevant qualifications that will enhance the professional advancement and personal goals of our staff. Our apprenticeship scheme also enables every member of our support team to study for and obtain their professional qualifications.

Our engagement programmes with team members at every level continue to identify issues to be resolved by ZHA's task force networks, operational forums, management teams, and focus groups for staff with specific requirements.

The ongoing review of our policies to address the causes of our gender pay gap has resulted in the further expansion of our parental leave programmes and additional increases to maternity and paternity pay. New mothers at ZHA receive their full salaries for working part time in the initial months after returning to work.

Gender Balance

42% of our team in the UK are women.

Female	42%
Male	58%

Pay Quartiles

Servicing our growing client list, our headcount of technical staff with specific skillsets and experience increased rapidly in the period. We also welcomed a significant number of new junior team members who will continue to progress in our training and development programmes.

	Female	Male
Lower Quartile	51%	49%
Lower Middle Quartile	47%	53%
Upper Middle Quartile	38%	62%
Upper Quartile	30%	70%

Gender Pay Gap

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

Median	14.02%
Mean	16.90%

On the snapshot date of 5 April 2022, the median pay gap at ZHA was 14.02% and the mean was 16.90%. This gap exists as women currently comprise a smaller proportion of our longest serving team members working in higher-paid senior positions.

Our training and development programmes enable those at junior levels within ZHA to progress to roles with increased responsibility and seniority.

Proportion of Employees Receiving a Bonus

All members of our team working at ZHA for the 12 months leading up to the year-end received a bonus. 88% of women and 92% of men at ZHA received a bonus.

Female	88%
Male	92%

Every member of our team employed at ZHA when our employee benefit trust became operational received a welcome bonus to the trust.

Gender Bonus Pay Gap

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

Median	9.86%
Mean	77.21%

Our median Bonus Pay Gap has reduced from 42.03% last year to 9.86% this year, reflecting the continued advancement of women to senior positions within ZHA.



ZHA at the W Awards

Going Forward

In a year of significant expansion, we transitioned to an employee-owned company enabling all our staff to be eligible for election by their co-workers to serve on the board of ZHA's employee benefit trust. Our first elections established a board comprised of 75% women who were appointed by their peers to ensure the continued development of the company and the progression of everyone at ZHA. As an employee-owned business we reinvest all profits back into our people and our company.

With women comprising 42% of our architects and team-members in our London office of 60 nationalities speaking 40 different languages, including more than 30% of our team identifying as minority ethnic, we have established Diversity and Inclusion champions within the company with allocated time each month to drive initiatives that foster best practice affect positive change.

Our studios, gallery and workshops have been extensively upgraded to accommodate our growing team, creating a hub for the exchange of ideas and mutual visibility with a wide programme of regular forums, events and presentations open to all.

Role models are extremely important in helping young architects to identify with the profession and inspiring their ambition to progress. Each of our developmental programmes has been tailored to enable our senior teams to support staff at every level in both their careers and overall wellness.

The new generation of architects is demanding our profession becomes more egalitarian and accessible. ZHA was founded on the collective sharing of ideas between many different disciplines, irrelevant of gender, background, identity or beliefs. We support ZHA's architects teaching at schools, universities and research institutions, sharing our experience, working principles and knowledge with students around the world.

ZHA is proud to partner with the W Programme in their work fostering equality and diversity in architecture. Raising awareness of female role models within the profession, we also support Diversity in Architecture's programme of events recognizing the remarkable contributions of women throughout our industry.

Mouzhan Majidi
Chief Executive