

Gender Pay Gap Report 2023

ZHA



ZHA at New Scientist Live

Investing in People

Our work to encourage the progression of women throughout the practice adopts a multifaceted strategy to tackle the various obstacles they may encounter with initiatives targeted to support the advancement of women at ZHA.



Women Working in Social Housing (WISH) event at ZHA & Students from Instituto Marangoni London visiting ZHA

1. Development Workshops: We hold workshops with a focus on leadership development and career progression that also address the unique challenges women face in architecture.

2. Events: ZHA hosts events and panel discussions showcasing the accomplishments of women in architecture. These gatherings offer opportunities for collaboration and inspiration.

3. Visibility: To enhance the visibility of women architects at ZHA, we promote their work through published interviews and speaking engagements.

4. Flexible Work Arrangements: ZHA's flexible work arrangements, such as remote working, flexible hours, and part-time schedules, are tailored to accommodate the diverse needs of women balancing career and family commitments.

5. Family-Friendly Policies: ZHA has implemented family-friendly policies that include extended parental leave and other programmes to assist architects at various stages of their personal and professional lives.

6. Equal Opportunity: We ensure fairness and impartiality in recruitment and promotion with policies that are driven by ZHA's commitment to gender equality and diversity.

7. Engagement Programmes: ZHA collaborates with a number of local educational institutions within our community in London to promote architecture as career option for young women. Our paid internships and educational programmes encourage female students to pursue careers in architecture.

8. Support Network: We are working to establish a support network that facilitates the exchange of knowledge and fosters shared experiences.

9. Ongoing Evaluation: We regularly evaluate the effectiveness of diversity and inclusivity initiatives through feedback channels, surveys, and performance analysis. This data informs our work to better support the progression of women at ZHA.

Implementing these tailored initiatives will continue to cultivate a more supportive and inclusive environment enabling women at ZHA to excel and advance in their careers.

Gender Balance

43% of our team in the UK are women.

Female	43%
Male	57%

Pay Quartiles

ZHA's expansion into new markets and sectors requiring specialist skillsets, together with the firm's enhanced multidisciplinary practice offering our clients additional services and oversight, is establishing greater opportunities for professional development and progression at ZHA.

	Female	Male
Lower Quartile	52%	48%
Lower Middle Quartile	50%	50%
Upper Middle Quartile	37%	63%
Upper Quartile	33%	67%

Gender Pay Gap

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

Median	15.83%
Mean	22.40%

On the snapshot date of 5th April 2023, the median pay gap at ZHA was 15.83% and the mean was 22.40%. This gap persists as women currently comprise a smaller proportion of our longest serving team members working in higher-paid senior positions.

Enhanced development programmes at ZHA are targeting the progression of junior staff to roles with increased responsibility and seniority.

Proportion of Employees Receiving a Bonus

As an employee-owned business, we reinvest all profits back into our people and our company, with staff bonuses increased in the period during the cost-of-living crisis.

Female	88%
Male	90%

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 90% of men at ZHA received a bonus.

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	27.34%
Mean	68.46%



ZHA's Bidisha Sinha speaking at UK Global Innovation Forum



International Women's Day at ZHA

Going Forward

Our programmes supporting the progression of women at ZHA are integral to fostering gender diversity at every level of practice, addressing our gender imbalance and creating an inclusive environment for all.

These initiatives are leading to tangible outcomes with increased representation of women in leadership positions. The proportion of women within our senior management team continues to grow, while eight of the ten ZHA projects completing in the 2023-2024 period have been delivered by teams led by women, and 75% of the board of our employee benefit trust are women elected by their peers to oversee the ongoing development of the company.

This year we engaged a leading DEI consultancy to further focus our diversity and inclusion programmes and workplace policies, as well as build a greater awareness of gender issues within ZHA.

Many of our recently expanded initiatives supporting progression and development within all our teams have been targeted towards establishing a work-life balance tailored to accommodate their needs. For staff with family responsibilities, our enhanced parental leave policies, flexible working hours and remote working options are combined with an understanding of the childcare systems in the cities where we work.

By recognizing and accommodating the individual needs of all members of our team who have very diverse backgrounds in almost 60 countries around the world, these programmes are helping everyone at ZHA to pursue a fulfilling career in architecture while also fulfilling their personal commitments.

With much more work ahead, our continued efforts and investment will be essential to ensure that all women at ZHA achieve their ambitions in architecture and are able to contribute their many talents to the built environments we create for communities around the world.

Mouzhan Majidi
Chief Executive