

# Gender Pay Gap Report 2020

ZHA



Striatum 3D printed bridge. Photograph by Naaro

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

43% of our team in the UK are women.

Female	43%
Male	57%

### Pay Quartiles

With near parity in lower quartiles, the percentage paid to women in our upper quartiles continues to increase.

	Female	Male
Lower Quartile	51%	49%
Lower Middle Quartile	50%	50%
Upper Middle Quartile	41%	59%
Upper Quartile	31%	69%



*Eleftheria Square. Photograph by Laurian Ghinitoiu*

## **Gender Pay Gap Review**

Throughout a period of unprecedented challenges for all, the diversity and creativity of our team remains a foundation of our resilience and success.

We have established programmes and policies to nurture the many varied talents, skills and viewpoints which inform our decision-making and enrich the built environments we create.

Following government guidelines in March 2020, we migrated our work and training online to support the wellbeing and development of everyone in the practice with a targeted programme of virtual forums, engagement reviews and surveys, together with focus groups for staff with specific requirements.

For all team members with important new home schooling responsibilities, we expanded the flexibility of our working hours and parental leave policies.

Implemented last year, our programme paying all new mothers their full salaries for working four days per week in the three months after returning to work has been well subscribed. We have also further increased maternity and paternity pay for all new parents.

## Gender Pay Gap

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

Median	20.32%
Mean	17.65%

On the snapshot date of 5 April 2020, the median pay gap at ZHA was 20.32% and the mean was 17.65%. This gap exists as women currently comprise a smaller proportion of our longest serving team members working in higher-paid senior positions.

The introduction of new programmes enabling more women to progress to senior roles at ZHA has reduced the pay gap from 2019 levels. These programmes continue to effect positive change with 41 women at ZHA promoted to more senior positions this year.

ZHA remains committed to pursuing policies that facilitate progression for women within the studio to continue this positive trend.

Ongoing engagement with members of our team at every level is identifying issues to be addressed and resolved by our network of task forces.

---

## 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	83%
Male	75%

83% of women and 75% of men at ZHA received a bonus.

76 new team members joined the practice in the period 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 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	32.00%
Mean	79.05%

Policies and programmes implemented in recent years are enabling more women to progress and join our senior team.



Striatus 3D printed bridge. Photograph by Naoro

## Going Forward

Our architecture is built around a deep commitment to the culture of diverse people working collaboratively. Women currently comprise more than 40% of architects at ZHA where our London team of over 50 different nationalities includes 30% of Black, Asian and minority ethnic origin.

Expanding our training and development programmes to enable all talents to grow and progress regardless of gender, race or background, we continue our work towards gender parity to ensure everyone at ZHA can realise their ambitions in architecture.

We have upgraded our remote networks to offer our teams more options in how they work and are adapting to a post-Covid future that improves the work/life balance for everyone at the practice with new ways of working in environments that foster individual and overall wellness.

With much more work remaining, we join everyone in architecture determined to make our profession more diverse and accessible at all levels of practice.

Mouzhan Majidi  
Chief Executive