

# Gender Pay Gap Report 2025

ZHA



ZHA's Melodie Leung speaks at '100 Woman Architects'



ZHA's Manon Janssens curated the 'Architecture of Possibilities: ZHA' exhibition at MOCAUP Shenzhen

## Investing in People

We are committed to fostering the advancement of women at ZHA with a comprehensive set of programmes and policies designed to remove barriers and reduce bias across the practice. We continue the implementation of our 10-point plan of targeted initiatives established in 2022 to cultivate a supportive environment where women can overcome obstacles, excel and progress in their careers:

- 1. Development Workshops:** We offer leadership development, career progression, and skills-based workshops tailored to the specific challenges women face in architecture. Additionally, we provide full funding for Part 3 qualifications along with dedicated study leave.
- 2. Events:** From internal gatherings to public forums, ZHA hosts diverse events and panels that celebrate the accomplishments of women in architecture. These platforms foster meaningful connection, collaboration and inspiration across the industry.
- 3. Visibility:** ZHA elevates the profile of its women architects by promoting their work via published interviews, speaking opportunities and public forums.
- 4. Flexible Work Arrangements:** ZHA offers flexible work arrangements, including remote working, flexible hours and part-time schedules, to support women in balancing their career and family commitments.
- 5. Family-Friendly Policies:** ZHA supports architects throughout their personal and professional journeys with family-friendly policies, including extended parental leave and additional support programmes.
- 6. Equal Opportunity:** Fairness and impartiality in recruitment and promotion are ensured through policies driven by a strong commitment to gender equality and diversity.
- 7. Engagement Programmes:** ZHA partners with local educational institutions to promote architecture as a career path for young women as well as all underrepresented demographics of young Londoners. Through internships, apprenticeships, and targeted educational programmes, we encourage diverse talents to pursue careers in the field of architecture.
- 8. Support Network:** Dedicated support networks have been established to facilitate knowledge exchange and cultivate shared experiences.
- 9. Ongoing Evaluation:** ZHA regularly assesses the effectiveness of its diversity and inclusion initiatives by gathering feedback from team members, conducting staff surveys, and analysing performance data. These insights guide ongoing efforts to better support the advancement of women within the firm.
- 10. EBT Leadership:** ZHA is an employee-owned company overseen by the board of its Employee Benefit Trust (EBT). ZHA's EBT Board is elected annually by all employees of the company. This year, the EBT Board is comprised equally of women and men who have been elected by their peers to ensure representation and leadership driven by the collective voice of ZHA's team.

## Gender Balance

Women comprise 45% of our team in the UK.

Female	45%
Male	55%

## Pay Quartiles

ZHA's employment policies and criteria are wholly factored on merit—accounting for the skillset, knowledge and relevant experience of each candidate. Over the period, the proportion of new staff beginning their careers in architecture has comprised significantly more women than men joining ZHA's lower and lower-middle pay quartiles.

The increase in the percentage of young women architects choosing to start their professional journeys at ZHA is evident in our gender pay gap this year. All those joining our teams are supported by ZHA's policies and initiatives focused on professional growth and staff retention.

	Female	Male
Lower Quartile	57%	43%
Lower Middle Quartile	49%	51%
Upper Middle Quartile	44%	56%
Upper Quartile	31%	69%

## Gender Pay Gap

At ZHA, women and men in equivalent roles are paid equally. As of the snapshot date 5 April 2025, our median gender pay gap stood at 14.5%. This disparity reflects the fact that women currently comprise a smaller proportion of our longest-serving staff in senior, higher-paid positions.

Median	14.50%
Mean	22.91%

Following long careers with decades of outstanding service to the practice, a number of women within ZHA's upper quartile of staff retired from the company. These retirements of women at senior level have impacted the company's median pay gap this year. Our programmes and policies are ensuring the ongoing progression of a younger generation of women at ZHA to join ZHA's upper quartile this year.

## Proportion of Employees Receiving a Bonus

As an employee-owned business, ZHA has reinvested all profits into our people and our growth. Bonuses were awarded to all team members with 12 months of tenure with 81% women and 86% men receiving a bonus.

Female	81%
Male	86%

## Gender Bonus Pay Gap

Bonuses for our senior management team are linked to performance and seniority. Our 2025 bonus pay gap of 33.78% reflects that the team is currently composed of more men than women.

Median	33.78%
Mean	65.73%



ZHA's Gerhild Ayas speaking at 'Design West'



ZHA sponsors Beyond The Box People's Pavilion—giving young Londoners practical experience in construction

### Going Forward

ZHA's programmes supporting women's career progression are central to our strategy: they drive gender diversity at every level, correct existing imbalances and foster an inclusive environment for all.

Guided by regular staff surveys, forums and one-to-one discussions, we continue to establish further programmes that support our team. These include a mentoring scheme for all lead architects, together with a comprehensive review of all role descriptions at ZHA to ensure every employee is given a clear and consistent path of career progression. These measures ensure our policies reflect the needs and ambitions of every member of our team.

ZHA is a proud partner of the Diversity in Architecture (DIVIA) network, championing gender-diverse role models, and a patron of Girls Under Construction, a grassroots movement bridging the gap between young women and the industry. To further support these goals, we actively support programmes and initiatives including Accelerate, Beyond the Box and Found Futures, which build essential pathways for women in architecture and construction.

These steps are supporting ZHA's ongoing work and progress towards gender parity, but our journey is far from over. We continue to invest in initiatives and programmes that support women being equally represented at every level of the practice and throughout our industry worldwide.

Mouzhan Majidi  
Chief Executive