

Gender Pay Gap Report 2024

ZHA



'Climate Change: Global Thinking' by Let's Build at ZHA.



ZHA's Melodie Leung at YACademy in Bologna.

Investing in People

We continue to operate the multifaceted strategy developed by our teams to remove barriers and reduce bias throughout ZHA. By implementing these key initiatives and the ongoing enhancement of our approach, we aim to cultivate a supportive environment that enables women at ZHA to excel and advance in their careers.

- 1. Development Workshops:** We hold leadership development, career progression, and skills-based workshops; fully funding Part 3 qualifications as well as study leave.
- 2. Events:** ZHA hosts internal events and public forums showcasing the accomplishments of women in architecture. These gatherings offer opportunities for connection and collaboration.
- 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:** Our flexible work arrangements, such as remote working, flexible hours, and part-time schedules, support women to balance 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 driven by ZHA's commitment to gender equality and diversity.

7. Engagement Programmes: ZHA collaborates with local educational institutions to promote careers in the built environment for young women. Our internships and apprenticeships include many diverse talents of underrepresented young people who have an interest in architecture.

8. Support Network: We have established support networks that facilitate knowledge exchange and cultivates shared experiences.

9. Ongoing Evaluation: We evaluate the effectiveness of diversity and inclusion initiatives by encouraging the feedback of each team member's perspective, in addition to staff surveys and performance analysis.

10. EBT Leadership: The EBT board is elected by their peers and comprised of more than 65% women.

Gender Balance

Women comprise 45% of our team in the UK.

Female	45%
Male	55%

Pay Quartiles

ZHA's programmes to retain staff and support their ongoing career development continue to affect change. We have also enhanced the transparency of our promotion process.

The percentage of women in ZHA's upper middle pay quartile has grown from 37% to 47% in the past year.

	Female	Male
Lower Quartile	55%	45%
Lower Middle Quartile	46%	54%
Upper Middle Quartile	47%	53%
Upper Quartile	31%	69%

Gender Pay Gap

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

Median	6.31%
Mean	22.79%

On the snapshot date of 5 April 2024, the median pay gap at ZHA was 6.31%.

Our gender pay gap persists as women currently comprise a smaller proportion of our longest-serving team members working in higher-paid senior positions.

Proportion of Employees Receiving a Bonus

As an employee-owned business, we have again invested all profits back into our people and our company this year. All members of our team working at ZHA for the 12 months leading up to the year-end received a bonus. 86% of women and 90% of men at ZHA received a bonus.

Female	86%
Male	90%

Gender Bonus Pay Gap

Bonuses paid to our senior management team are linked to performance and seniority. Our 2024 bonus pay gap reflects that the team is currently comprised of more men than women.

Median	32.44%
Mean	66.55%



ZHA's Sara Klomps hosting site visits in Hong Kong.



ZHA's Maria Loreto Flores presenting at Universidad Francisco Marroquin in Guatemala.

Going Forward

Our programmes to support 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.

ZHA's gender pay gap reporting began in 2017 when women comprised 22% of ZHA's senior positions. In 2024 women comprised 32% of our senior management team, and this percentage will continue to grow.

This year's quantitative surveys and qualitative in-depth interviews with staff at every level gathered valuable insight into the perspectives and experiences of our team members, and are informing our next steps. This approach is helping to embed gender equality in the company organically, with outcomes led by the team's needs and ambitions.

We are a partner of the Diversity in Architecture (DIVIA) network, which raises awareness of gender-diverse role models in the profession. ZHA is also a patron supporting Girls Under Construction, a grassroots movement bridging the gap between young women and the construction industry to make the field more accessible.

These established initiatives are leading to tangible results, yet there is much more work remaining. We are committed to continuing our efforts and investment towards women being equally represented at all levels of architectural practice within ZHA and throughout the wider profession.

Mouzhan Majidi
Chief Executive