

Gender Pay Gap Report 2017

ZHA



ZHA was founded on principles that are not confined by limitations or boundaries and we celebrate the diversity that is vital to the process—and to the progress—we make every day.

Men and women in equivalent roles at ZHA are paid equally. We are committed to an inclusive working environment of equal opportunity that is gender aware and recognises the important contributions of every individual member of our team.

ZHA is a family and we continue to grow. Together, we celebrate our successes and work to overcome our challenges. We will always champion equal opportunities for all, irrespective of gender, race or background.

We strongly believe in a wholly collaborative, knowledge-based approach to our work and are an industry leader with almost 30% BAME percentage of our UK team.

Societies around the world are right to demand that our profession becomes more egalitarian and diverse. We welcome everyone who shares our unwavering belief in the power of invention and great optimism for the future.

Mouzhan Majidi
Chief Executive

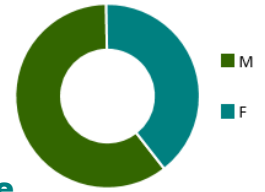
From this year, the UK Government requires organisations with 250 or more employees to publish their gender pay gap data annually.

Gender balance

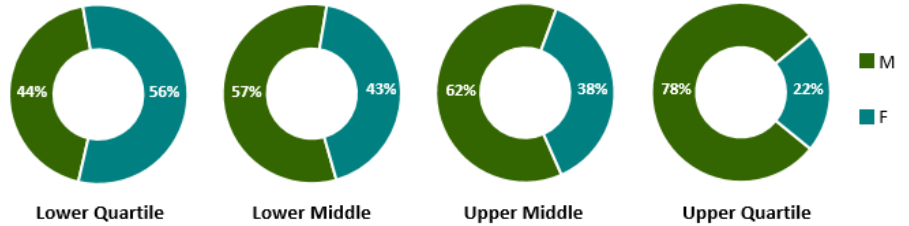
40% of all our team, and currently 35% of our senior management are women—an increase from 25% in April 2017.

Across 310 UK employees, the gender balance is 40% female and 60% male.

40% female
60% male



Pay Quartiles



The image illustrates the gender distribution at ZHA across the four quartiles each containing approximately 78 employees.

Pay & Bonus Gap

ZHA is a Limited Company. In comparison to architectural Limited Liability Partnerships that are not required to include partners’ earnings/drawings in their gender pay gap reporting, the salaries and bonuses of every member of our senior and junior teams are included in our gender pay gap calculations and report.

Our median pay gap is 19.59%. This pay gap exists because a higher proportion of our longest-serving team members who grew the practice with Zaha over the past 30 years are male and have continued to lead the company since her passing in 2016. We therefore currently have a smaller proportion of women than men in higher paid senior positions.

Every member of our team working with us for the 12 months leading up to April 2017 received a bonus.

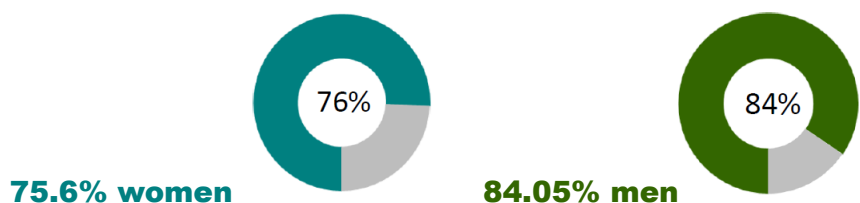
Bonuses paid to our senior management team are linked to their salary grades and the profit they generated for the company. With this team currently comprised of a higher proportion of men, it is reflected in our bonus pay gap.

23 women and 13 men joined the practice in the 12 months up to April 2017 and therefore did not receive a bonus in the period, contributing further to the bonus pay gap.

	Mean	Median
Gender pay gap	20.86%	19.59%
Gender bonus pay gap	64.94%	33.33%

Our overall mean and median gender pay and bonus gap at the snapshot date of 5th April 2017 and bonuses paid in the 12 months to this 5th April 2017

Proportion of Employees Receiving a Bonus



All employees who had been employed for the 12 months leading up to April 2017 received a bonus. During this period 23 women and 13 men joined and therefore did not receive a bonus.



Moving Forward

To enhance a collective culture that enables all members of our team to grow and progress, as well as build greater diversity at every level, we have established a Mentorship Programme throughout the practice.

We have also increased our company maternity pay, partnered with the AJ's Women in Architecture forum, and adhere to the principles of the Recruitment & Employment Confederation's good recruitment charter.

Affecting real change at ZHA and ensuring unconscious gender bias does not exist in any aspect of our work is critical.

Our work towards gender parity begins with our leadership that is committed to erasing unconscious bias from everything we do.

Our diversity is a tremendous asset and we aim to ensure it drives our decision-making.

Encouraging greater levels of diversity will enrich the built environments we create. We join the industry throughout the UK in its determination to broaden access to our profession and improve the work/life balance of all those in architecture and design.

With much more work ahead to close the gender pay gap, we pledge to implement working systems tailored for all and to address the key issues of our industry that will enable more women in architecture to realise all their ambitions.