

Gender Pay Gap Report 2018

ZHA



London Aquatics Centre. Photograph courtesy GLL

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

42% of our team in the UK are women, an increase from 40% last year.

Female	42%
Male	58%

Pay Quartiles

41% of our team in the upper middle quartile are women, an increase from 38% last year.

25% of our team in the top quartile are women, an increase from 22% last year.

	Female	Male
Lower Quartile	65%	35%
Lower Middle Quartile	39%	61%
Upper Middle Quartile	41%	59%
Upper Quartile	25%	75%



Eli & Edythe Broad Art Museum. Photograph by Hufton + Crow

Gender Pay Gap Review

Since reporting our gender pay last year, we have undertaken an extensive 12-month review to identify and address the specific causes of our gender pay gap.

Throughout ZHA's growth from a small London studio to an international practice with over 400 employees worldwide, our culture as a research-led design collective remains embedded within the DNA of the firm. Our policies must grow and evolve with us to ensure everyone at ZHA can thrive and succeed solely on merit.

Earlier this year we instigated flexible working hours and remote working systems to give our team greater choice in how they work. We have also significantly enhanced our parental leave programmes as well as increased our maternity and paternity pay for all new parents.

To assist women at ZHA who are returning to work after parental leave, we have implemented a programme paying all new mothers their full salaries for working 4 days per week.

Our diversity has always been a tremendous asset. It enriches the built environments we create and must drive our decision-making. To enable all members of our team to grow and progress, as well as build greater diversity at every level, we are introducing training in unconscious bias and equal opportunity as integral elements of our leadership development programmes.

Gender Pay Gap

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

Median	21.38%
Mean	20.68%

Our median pay gap is 21.38%. This gap exists because a higher proportion of our longest-serving team members are male. We therefore currently have a smaller proportion of women than men in higher-paid senior positions.

Programmes we have introduced this year will enable more women at ZHA to progress to senior roles.

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	78%
Male	87%

78% of women and 87% of men at ZHA received a bonus.

42 women and 36 men joined the practice in 2018 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

Our median bonus pay gap has reduced from 33% to 25% over the past year.

Median	25.00%
Mean	93.62%

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

Policies now implemented at ZHA are targeted to ensure more women join our senior teams.



Evelyn Grace Academy. Photograph by Luke Hayes

Going Forward

We champion equal opportunities for all, irrespective of gender, race or background and our comprehensive 12-month review has focussed our understanding of the issues hindering the progression of women. Establishing flexible and remote working programmes, together with enhancing parental leave and pay, are amongst the steps we have taken towards affecting real change.

Assuring career progression based on merit alone, we are introducing training to ensure bias does not influence any aspect of our work. In conjunction with our existing mentorship programme, regular operation and engagement forum reviews, leadership training, as well as partnerships such as the Architects' Journal 'Women in Architecture', these steps continue our ongoing work towards gender parity at every level of practice.

We join the industry throughout the UK in its determination to broaden access to our profession and improve the work/life balance of everyone working in architecture and design. With more work ahead, ZHA is committed to addressing these key issues of our industry and enabling more women in architecture to realise their ambitions.

Mouzhan Majidi
Chief Executive