

Gender Pay Gap Report 2021

ZHA



Evelyn Grace Academy. Photograph by Hufton+Crow

The UK Government requires organisations with 250 or more employees to publish their gender pay gap data each year.

Diversity and creativity are embedded within the DNA of our practice and a foundation of our success. We are 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

Female	42%
Male	58%

Pay Quartiles

Following our company-wide review that focussed our understanding of the issues and causes of our gender pay gap, the introduction of new programmes and policies has enabled more women to progress to senior roles and the percentage of women in our upper quartile continues to increase.

	Female	Male
Lower Quartile	43%	57%
Lower Middle Quartile	51%	49%
Upper Middle Quartile	40%	60%
Upper Quartile	33%	67%



MAXXI: National Museum of XXI Century Arts. Photograph by Hufton + Crow

Gender Pay Gap Review

Our recruitment, training and retention programmes have been established to encourage diversity throughout every level of practice and nurture the individual talents of each member of our team, irrespective of gender, race, orientation, background or beliefs.

Supporting the wellbeing and growth of everyone at ZHA, these training programmes reflect our commitment to a culture of diverse people working collaboratively.

Introduced last year, our digital training platform creates a tailored learning path of professional development for all our staff and includes training on diversity, bias, bullying and harassment.

We regularly review and enhance our policies to address the specific issues and causes of our gender pay gap. This ongoing evaluation has resulted in the expansion of our parental leave programmes and increased maternity and paternity pay. New mothers at ZHA receive their full salaries for working four days per week in the three months after returning to work.

Throughout the year's pandemic restrictions, we also increased the flexibility of our working hours for all parents with home schooling responsibilities and enabled staff to work from overseas while they cared for relatives abroad with illness, dementia or other disability.

Gender Pay Gap

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

Median	11.59%
Mean	14.00%

On the snapshot date of 5 April 2021, the median pay gap at ZHA was 11.59% and the mean was 14.00%; a reduction from the previous year's results of 20.32% (median) and 17.65% (mean).

This gap exists as women currently comprise a smaller proportion of our longest serving team members working in higher-paid senior positions.

Measures introduced throughout all departments to support the growth and development of everyone at ZHA, as well as build greater diversity at every level, are enabling more women to progress to senior roles.

Proportion of Employees Receiving a Bonus

All members of our team working with us for the 12 months leading up to the year-end received a bonus.

Female	80%
Male	75%

80% of women and 75% of men at ZHA received a bonus.

95 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	42.03%
Mean	61.73%

The implementation of policies and programmes that enable more women to progress and join our senior team has reduced our mean bonus pay gap.



Bee'ah Headquarters. Photograph by Hufton+Crow

Going Forward

We continue our work to effect positive change throughout our profession and remove the barriers that are preventing women from realising their ambitions in architecture.

Throughout a year of unprecedented challenges for all, we prioritised continuity in every aspect of our work to support the wellbeing and development of everyone in the practice.

The upgrading of facilities and digital networks gives our teams greater options and flexibility in how they work to improve their work/life balance.

We will soon move into our redeveloped London office. Its reconfigured work environments are designed to be more adaptable, healthier and supportive; with three times the social meeting spaces, private zones and outdoor recreational areas of our previous London home.

ZHA's new office journal provides a voice to employees at all levels within the practice, creating a platform showcasing their expertise, backgrounds and experience.

Our programme of ongoing engagement with members of our team at every level effectively identifies issues to be addressed and resolved by our task force networks, operational forums, and focus groups.

Role models are extremely important for younger team members to identify with the profession and encourage their ambition to progress. Paused due to COVID restrictions in 2020, we have restarted our in-person mentorship programme to support staff in both their careers and overall wellness by matching them with a suitable mentor within the business.

With much more work ahead, we renew our commitment to broaden access to the profession and redress the balance of architecture towards greater diversity.

Mouzhan Majidi
Chief Executive