

LONDON STUDIO 2023

Gender Pay Gap



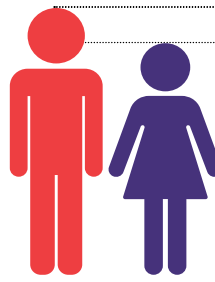
Statistics at Grimshaw

Since 2017, the UK government has required all British companies with more than 250 employees to report their gender pay gap. The aim of this initiative is to highlight the disparity between what is paid to men versus women overall within an organisation.

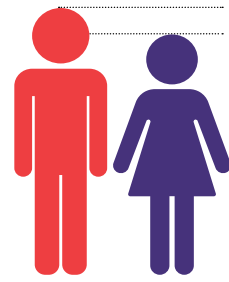
The gap is the difference between the average hourly earnings of men and women; it is not to be confused with equal pay requirements where men and women by law need to be paid for doing the same job.

Pay gap

Comparing mean (average) hourly pay, women's mean hourly pay is 13.19% lower than men's, and the median hourly pay is 9.91% lower.



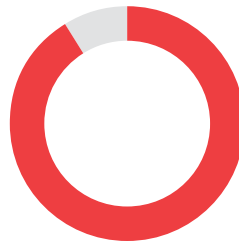
Mean - 13.19%



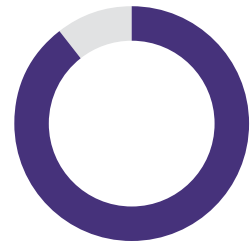
Median - 9.91%

Bonus pay

The percentage of male and female employees in the bonus period that received a bonus.



Male - 91.37%



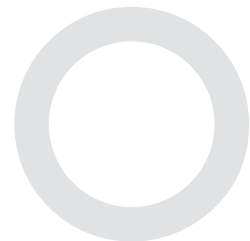
Female - 89.61%

Bonus pay gap

Comparing mean (average) bonus pay, women's bonus pay is 41.02% lower than men's, and comparing median bonus pay women's bonus pay is the same as the men's.



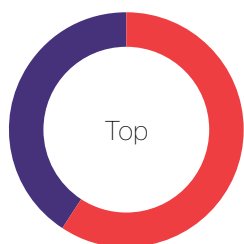
Mean - 41.02%



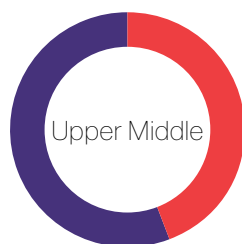
Median - 0%

Pay quartiles (employees)

Percentage of women versus men in each pay quartile.



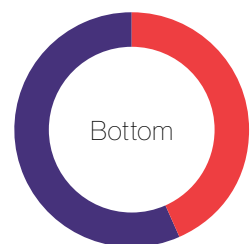
Male - 59.42%
Female - 40.58%



Male - 44.29%
Female - 55.71%



Male - 44.29%
Female - 55.71%



Male - 43.48%
Female - 56.52%

Our statement



By tracking our Gender Pay Gap over the last seven years, we have consistently seen improvements. Our results, monitored quarterly, ensure that we are on target throughout the year and give us the opportunity to investigate when we may have swayed from desired results. The overall positive progress over the years is evidence of our work and aligns with our practice equality targets. Supporting this is our eight-point Gender Diversity Action Plan which was launched in November 2016. This plan has led to the implementation of policies and cultural change across a number of areas including, but not limited to, recruitment, mentoring, leadership development, advocacy, career opportunities and improved parental leave packages.

Over more recent years, we have closely monitored our gender metrics to ensure the new strategies required during the pandemic and the practice's return to studio-based working, were not gender biased. Through our adoption of hybrid working, we have worked hard to support all our employees providing balance and flexibility between home and office working.

Despite a reduction in headcount, we have retained our female talent and pleased to note improvements across most of our metrics. This year's report also evidences a stabilisation in our figures which was hoped for, and very welcome. Now our pay gap is smaller, we are looking forward to a further improvement in our 2024 report.

There is, however, still a gap, which we have identified is due to an imbalance in the number of women holding senior positions. We are continuing to track this and strive for improvement, and our transparency in discussion and action on this remains a priority. The reasons why women leave architecture or do not 'rise to the top' are varied and complicated. We have been working to address the barriers to progression and for retention within Grimshaw and believe that only through transparency, recognition and subsequent action will we be able to continue to address and correct gender inequality in the practice. Improving our gender balance at all levels is one important route to addressing the pay gap, but our core focus is to identify and remove barriers to continually improve our figures and aim for embedded gender equality.

In addition to a thorough set of metrics and policies, we support an active Women in Architecture group, have recruited senior women to join the practice, encourage participation across the practice in external events and awards in order to raise the profile of the challenge, and in 2019 appointed our first female managing partner at Grimshaw. Our proactive work with RIBA and the wider industry, sharing knowledge, support and inspiring women, as well as advocating for a cultural change in architecture, is also part of our commitment. The data we gather and monitor is incredibly important in order for us to hold ourselves and others to account, but equally we believe that collective action is needed - we all need to be a part of the wider discussion to make our industry equitable and inclusive for all.

Yours Sincerely,

A handwritten signature in black ink, appearing to read 'Andrew Thomas'.

Andrew Thomas
London Managing Partner

Our steps to equality

As a Limited Liability Partnership, our Gender Pay Gap figures exclude partner remuneration. This is the fifth year we been required to publish our pay gap statistics, but we have been tracking our figures for several years already. As part of creating an inclusive culture at Grimshaw, and to address the gender pay gap, we have implemented an eight-point Gender Diversity Action Plan. It has allowed us to specifically and deliberately target improvements, and through tracking our progress on a quarterly basis, we hold ourselves to account.

The details of these diversity actions are outlined below:

1. Diversity

Introduce a Diversity Advocate in each location who will oversee, manage and advocate for diversity.

2. Recruitment

Enact recruitment processes to promote diversity and greater gender parity at Grimshaw.

3. Project opportunities

Introduce a more formal procedure to record our processes to promote equal opportunity at Grimshaw.

4. Business opportunities

Improve our external representation as a diverse and inclusive organisation.

5. Training, mentoring and advocacy

Promote female uptake of our training and mentoring programmes.

6. Parental policies

Develop and communicate the enhanced benefits package that Grimshaw offers our employees.

7. Transparency and feedback

Clearly articulate our diversity programme, our procedures, decision making process and progress. Seek feedback internally and externally to ensure procedures remain up to date, relevant and targeted.

8. Salary and promotion

Introduce more formal structure to support career progression within Grimshaw.

We introduced these actions in 2016 and have been tracking our progress quarterly which has seen a large improvement in the gender balance and culture of the office. We have increased our female senior representation and are increasing the profile of our female leaders in the wider industry. Our generous parental packages are seeing more women return to the practice with flexible working hours offered and a generous return to work bonus. We have increased our parental policies to be more inclusive for both partners, and advocate for shared parental responsibility. This year we have created a new menopause policy to continue our support of our people across their careers.

Additional strategic initiatives include: Leadership Development Programme; employing senior female external advisors as part of the practice's governance; strategic recruitment; and sponsorship and advocacy of less represented groups.

At a grass roots level, our Women in Architecture group organises thought-provoking panel discussions and events to raise and explore pertinent issues, set the agenda and open up discussion within our office. Within the industry we are working closely with the RIBA, signing a pledge to close the gap, and also sharing case studies of good practice and knowledge with other practices.



“Committing to targets and regularly reporting against them is how we hold our practice to account in closing our gender pay gap. The actions we take through our recruitment, active employee groups and by championing awareness make us advocates for change across our wider industry.”

Andrew Thomas
London Managing Partner



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