

GRIMSHAW

A woman with long hair, wearing a light-colored sweater and dark trousers, is pointing at architectural drawings on a wall. A man in a dark jacket and light-colored trousers is standing opposite her, looking at the drawings. The background is filled with various architectural plans and drawings. The entire image has a red-to-purple gradient overlay.

Gender Pay Gap

LONDON
2021

STATISTICS AT GRIMSHAW

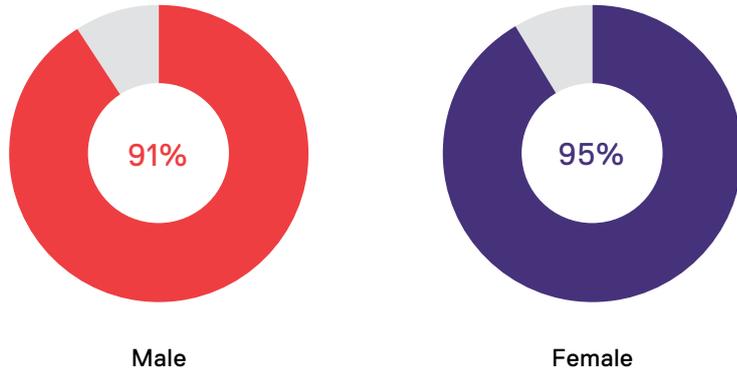
Since 2017, the UK government has required all British companies with more than 250 employees to report their Gender Pay Gap. The aim of this initiative is to highlight the disparity between what is paid to men vs women overall within an organisation.

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



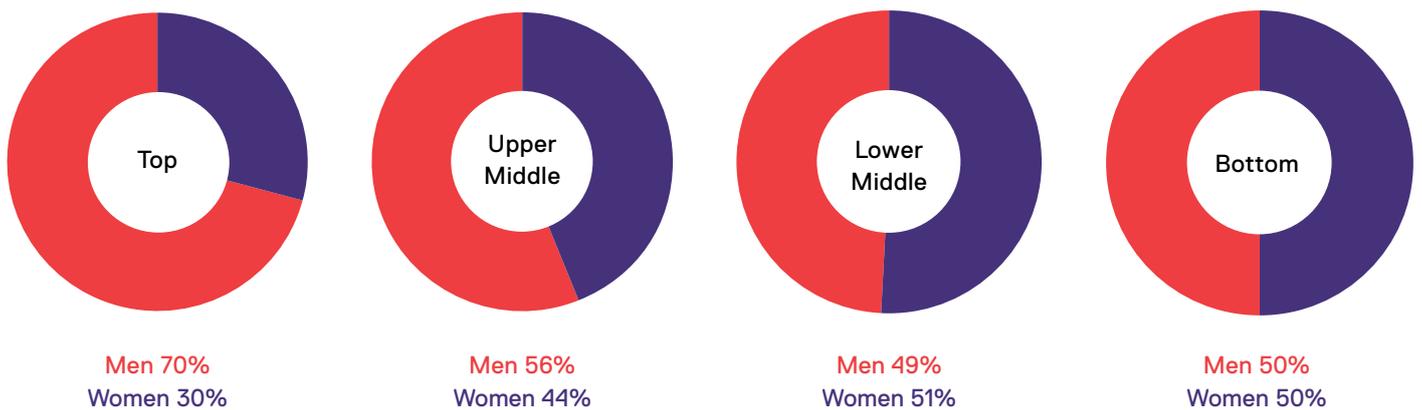
Bonus Pay



Bonus Pay Gap



Pay quartiles (Employees)



OUR STATEMENT



We have been tracking our Gender Pay Gap across six years now and have consistently seen improvements over time. In November 2016 we implemented an eight-point action plan to improve gender diversity with a set of policies that have covered a variety of areas including but not limited to recruitment, mentoring, leadership development, advocacy, career opportunities and improved parental leave packages. We track our results quarterly to ensure we are on target throughout the year and investigate why we may have swayed from our desired results. We have been pleased to see positive progress over the years and are working hard to ensure we are constantly moving towards our targets for equality and are embedding cultural change, so that our change is long lasting for both now and the future.

We have kept a close eye on our gender metrics to ensure the new strategies required over the pandemic period were not gender biased in any way. Over the pandemic we continually checked in on our colleagues and created the means for open discussion and feedback, to enable us to understand any disproportionate impacts. We worked hard to support all our staff through home working and the mental health pressures. Through the pandemic we saw an increased impact on women who were home schooling and in caring roles and as a result had more women request furlough or reduced hours over this period.

Through supporting our staff through the very difficult times of the pandemic, we have retained our female talent and are pleased to see our median gender pay gap (almost) return to pre-covid levels – and is now back to 10%, close to the 8% and 9% from 2019 and 2018 respectively. These figures reflect the return from furlough and part time working to pre-covid conditions. We are hoping to continually to improve on these figures as we move forward and are hoping they are back to pre-covid figures next year.

The mean gender pay gap has increased and is now at 16%, which is a 4% rise from our 2019 pre-covid figure. Whilst there are a number of reasons behind this increase, the main reason is due to an imbalance in the number of women holding senior positions.

We acknowledge that whilst we continue to track and strive for improvement, there remains a Gender Pay Gap at Grimshaw and we seek to be transparent in the reasons why it exists. 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, we have an internal Women in Architecture group, have recruited senior women to join the practice and have our first female managing partner at Grimshaw. We work with the RIBA and the wider industry to share knowledge, support and inspire women, and change the culture of architecture to one that is more inclusive. Whilst data is important to hold ourselves and others to account, we equally all need to be a part of the wider discussion to make our industry equitable and inclusive for all.

A handwritten signature in blue ink, appearing to read 'ADAPPER'.

Angela Dapper
Chair of the Umbrella Group for Diversity

OUR STEPS TO EQUALITY

As a Limited Liability Partnership, our Gender Pay Gap figures exclude Partner remuneration. This is the second 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 staff 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.



“At Grimshaw, not only do we endeavour to recruit a 50/50 balance of male and female architects; we have a number of agreed actions to enable women to thrive at all levels of their career — with a diversity champion and regular reporting to hold us all to account.”

Kirsten Lees — Managing Partner, London



