



GRIMSHAW

Gender Pay Gap

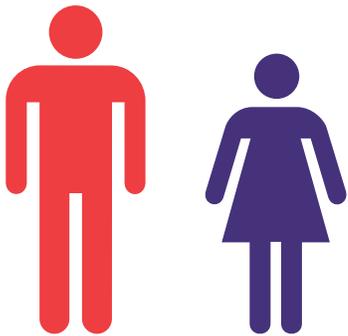
4TH APRIL 2018

OUR STATS AT GRIMSHAW

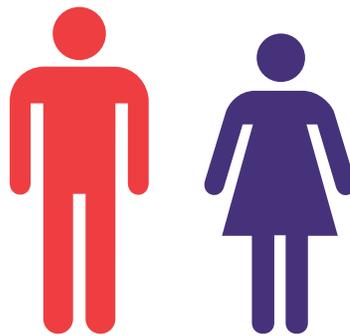
On the 6th April 2017, the UK government stipulated that all British companies with more than 250 employees are required to report their Gender Pay Gap. The aim of this initiative is to highlight the disparity between what is paid to men vs women overall within an organisation.

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



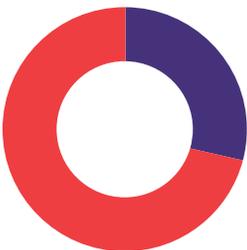
Mean 14.2%



Median 9.1%

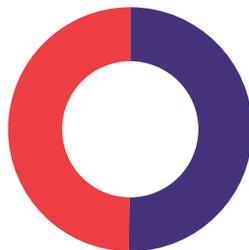
Pay Quartiles

Top



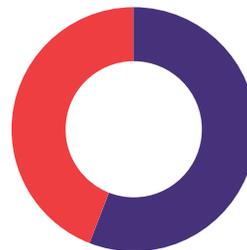
Men 71.4%
Women 28.6%

Upper Middle



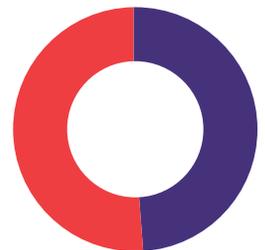
Men 49%
Women 51%

Lower Middle



Men 44%
Women 56%

Bottom



Men 51%
Women 49%

OUR STATEMENT



We acknowledge that there is a Gender Pay Gap at Grimshaw of 14.2% (mean) and 9.1% (median), and seek to be transparent in the reasons why it exists. Put simply, we have an imbalance in the number of women holding senior positions, with the statistics being skewed towards women holding more junior and mid-level roles as well as support functions.

The reasons why women leave architecture or do not rise to the top are varied and complicated, but it is an issue we take very seriously. We are acutely aware of the issues and have been working to address the gender imbalance over several years and have, in fact, seen real progress over this period.

Improving the gender balance at all levels is one important route to addressing the pay gap but our core focus is to make the numbers count. 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; sponsorship; leadership development; 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.

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 are part of a core group working with the RIBA to provide guidance on how to close the gap and have signed their pledge. These efforts and more have enabled us to make real inroads into addressing our Gender Pay Gap.

Each practice has a responsibility to enable women to fulfil their potential at every level of their career, and to create an inclusive working environment. While the Gender Pay Gap exists within the profession, we are setting our own targets in creating a workplace of real equality. The statistics are only one part of the story and I look forward to reflecting on our progress through 2019.

A handwritten signature in black ink, appearing to read 'Kirsten Lees'.

Kirsten Lees
Managing Partner, Grimshaw

OUR STEPS TO EQUALITY

As a Limited Liability Partnership, our Gender Pay Gap figures exclude Partner remuneration. This is the first 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. Since 2016 we have seen the gap percentage decrease and have made real progress year on year.

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.

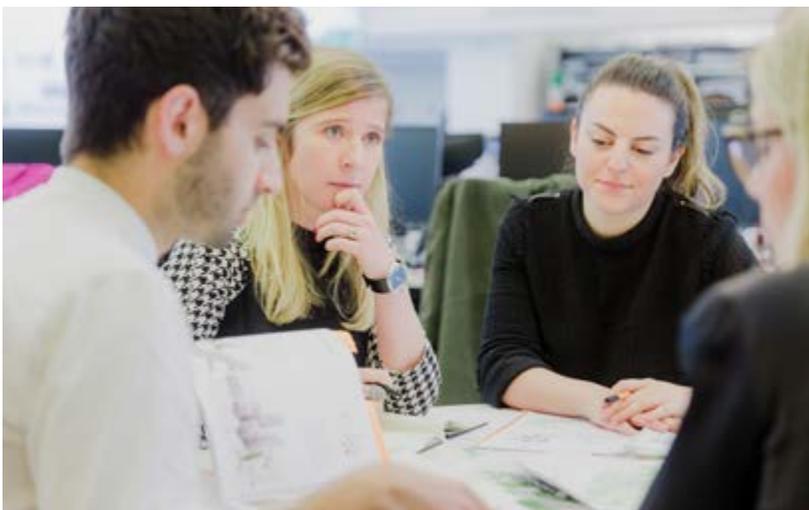
8. Salary and Promotion

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 more senior female architects than ever before 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.

Additional strategic initiatives include: Leadership Development Programme; employing senior female external advisors as part of the practice's governance; strategic recruitment; and a Sponsorship Programme which will be introduced this year.

At a grass roots level, our Women in Architecture group organises thought-provoking panel discussions and events to raise and explore pertinent issues and set the agenda. 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



