

LONDON STUDIO 2025

# GENDER PAY GAP

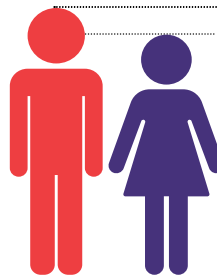


Since 2017, the UK government has required all British companies with more than 250 employees to report their gender pay gap. The aim of this initiative is to highlight the disparity between what is paid to men versus women overall within an organisation.

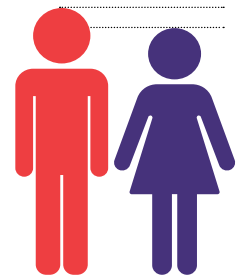
The gap is the difference between the average hourly earnings of men and women; it is not to be confused with equal pay requirements where men and women by law need to be paid for doing the same job.

## PAY GAP

Comparing mean (average) hourly pay, women's mean hourly pay is 13.40% lower than men's, and the median hourly pay is 9.64% lower.



Mean - 13.40%



Median - 9.64%

## BONUS PAY

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



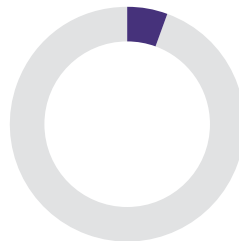
Male - 73.27%



Female - 75%

## BONUS PAY GAP

Comparing mean (average) bonus pay, women's bonus pay is 5.59% lower than men's, and comparing median bonus pay women's bonus pay is the same as the men's.



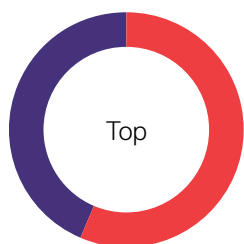
Mean - 5.59%



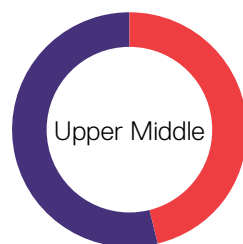
Median - 0%

## PAY QUANTILES (EMPLOYEES)

Percentage of women versus men in each pay quartile.



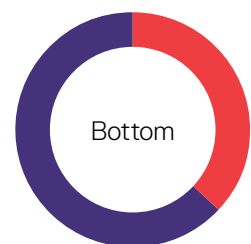
Male - 56.60%  
Female - 43.40%



Male - 46.30%  
Female - 53.70%



Male - 45.28%  
Female - 54.72%



Male - 37.04%  
Female - 62.96%

## OUR STATEMENT



By tracking our gender pay gap, over the last eight 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.

We know that improving our gender balance at all levels is an important route to addressing the pay gap but our core focus is to work to remove barriers and further embed gender equity. However well we are improving, we continue to closely monitor our statistics so that we are consistently actioning support and change as a result.

Alongside our metrics and measurement is our support to employee-managed and practice-led organisations and initiatives. These include our Women in Architecture group, celebration of our talent and expertise through awards and our participation in events that raise the profile and action around equity and equality. Through the RIBA and other organisations we are committed to a cultural change, and through our support of the Grimshaw Foundation we work directly with young people and students to embed thinking early on in careers. Ultimately we want to continue to hold ourselves accountable, maintain commitments through our operations and support the next generation. Being actively part of the wider discussion means that we can, through collaboration, also 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. We have been tracking our figures for several years and this will be the sixth year we have published our pay gap statistics. 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**  
Appointing a Diversity Advocate in each location that oversees, manages and advocates for diversity.
- 2. Recruitment**  
Embedding recruitment processes to promote diversity and greater gender parity at Grimshaw.
- 3. Project opportunities**  
Implementing a more formal procedure to record our processes to promote equal opportunity at Grimshaw.
- 4. Business opportunities**  
Working with the wider industry and as a practice to clearly communicate our commitment to diversity and inclusion.
- 5. Training, mentoring and advocacy**  
Engaging with and increasing the uptake of training and mentoring programmes with a focus on our female employees.
- 6. Parental policies**  
Delivering on an enhanced benefits package that Grimshaw offers our employees.
- 7. Transparency and feedback**  
Articulation of our diversity programme, our procedures, decision making process and progress. Receive regular feedback to ensure remain up to date, relevant and targeted.
- 8. Salary and promotion**  
Integration of a more formal structure to support career progression within Grimshaw.

We introduced our eight-point Gender Diversity Action Plan in 2016 and since then have tracked progress against targets quarterly. This progress has shown a large improvement in the gender balance of our studio and our culture. 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 studio. 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.





**Reporting on the gender pay gap is one of the many processes we use to ensure that we hold our practice to account, continually pushing for and championing equality and equity at all levels in our industry.**

Andrew Thomas  
London Managing Partner



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