



Gender Pay Reporting

From 2017, the government requested organisations with 250 or more employees to publish their gender pay gap annually.

Foster + Partners is committed to developing and supporting a comprehensive policy of diversity and equal opportunities in employment for all. This is not only important to us but is essential for us to thrive as a Practice.

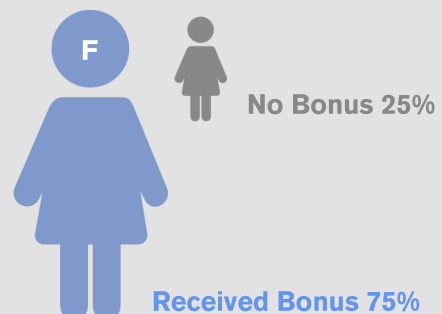
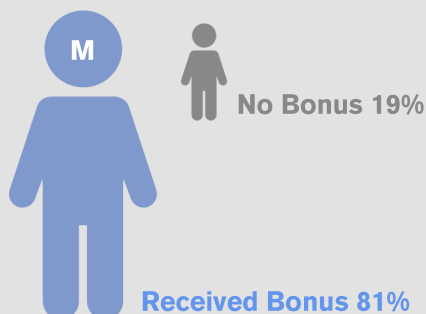


Gender Pay Gap Figures

The table below shows our median and mean hourly gender pay gap and bonus gap at the snapshot date of 5th April 2017 and in the 12 months reference period to 5th April 2017.

	Median	Mean
Hourly Pay	10.5%	23.8%
Bonus	33%	72%

Proportion of employees receiving bonus



All individuals in the Practice are eligible for a bonus in any one year provided that they have completed 6 months service by our review date. During 2016/17, we recruited more women later in the year which is the main reason for this gap.

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Pay Quartiles

The table below illustrates the gender distribution in four equally sized quartiles.

	Lower Quartile	Lower Middle	Upper Middle	Top Quartile
Men	56%	60%	66%	80%
Women	44%	40%	34%	20%

Interpreting the gap

Our pay gap is not an equal pay issue. Men and women are paid equally for doing equivalent jobs across the Practice.

Our analysis of our gender pay gap shows that there are more men than women in the Practice and we also have more men in senior higher-paid roles. This is consistent across the construction industry.

As the Office of National Statistics (2017) stated women make up 12.8% of the construction industry. The following table further illustrates Foster + Partners gender distribution:

Gender	All Foster + Partners	Partners and Senior Partners
Men	65%	83%
Women	35%	17%

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How we are addressing the gap.

When people join the practice, our objective is to achieve an equal balance between genders. At the same time, we make sure that our policies and practices are fair. We also take promotion and career progression seriously, based on merit. It is evident that we have a pay gap. To close that gap we are encouraging more gender diversity at a senior level.

On an annual basis we review performance, pay and bonus allocation. Over the last five years, we have promoted more women to both Partner and Senior Partner level, as well as recently appointing a woman to the Management Board.

As an equal opportunity employer, we are committed to addressing diversity and providing appropriate career opportunities for everybody, both externally and internally. We approach this in many ways – within the practice, we have set up engagement forums, together with development and mentoring initiatives. We are also a Partner of the AJ Women in Architecture Forum. Our returnship programme is important to us, including our on-going commitment to enhanced Shared Parental Leave.

The practice understands that this is a complex issue and that it will take time to achieve the right balance. We are committed to closing the gender gap and ensuring diversity and inclusion at all levels.

Matthew Streets

Managing Partner