



Introduction

At Foster + Partners, we are committed to a working environment where colleagues from all backgrounds and identities can thrive.

2024 saw an improvement in both our gender pay and bonus gap, increased representation of women in upper pay quartiles and equal percentages of men and women receiving a bonus when eligibility is considered. However, we recognise that we have a gender pay gap and that there is more for us to do.

We are an inclusive employer committed to continuing to build on and embed existing initiatives within the practice to champion, develop and retain our talented female colleagues and make continued incremental improvement on our gender pay gap (GPG) journey. In 2024, these included:

- Actively champion increased representation and development of women via partnerships with programmes including the W Programme and Women in BIM;
- Fostering opportunities for career and connection through our Women's Network, Parents and Carers Network and family friendly policies;
- Foster + Partners was awarded a Silver accreditation by Inclusive Employers for Equity, Diversity and Inclusion excellence and best practice;
- Our continued focus on the recruitment and development of women in the practice.



Stuart Latham
Managing Partner

What is driving the gap?

This year's improvement in both our gender pay gap and gender bonus gap was driven by an incremental shift in headcount of women from the Lower Quartile into the Upper Quartile and no change in the Middle Quartiles. We continue to have a similar proportion of employees receiving a bonus when eligibility is considered, with 98% of our workforce receiving bonuses.

The change continues to be incremental, and we appreciate that representation drives results. Factors contributing to our gender pay gap include:

Representation

Lower representation of women in senior, higher paying, leadership roles.

Sector

Foster + Partners nurtures an organisational model built on the ethos of hiring top architectural, engineering and design graduates to fuel our award-winning practice and developing that workforce into future leaders via training, development, mentoring and work experience.

Historically, women had low representation in architectural degree programs with fewer female graduates between 1979 and 2015.¹ While this is no longer the case, our legacy career model will be male weighted in senior level, higher paying roles.

This is evident in average tenure by title level, with Senior Executive Partners having average tenure of 32 years, Senior Partner 25 years, Partner 16 years, Associate Partner 9 years and Associate 5 years of experience.

Most architectural practices operate as LLPs and, as such, exclude partner data from GPG statistics. Appreciating that nuance, we include GPG statistics excluding the Partner and above population, to allow comparison on a like-for-like basis within our sector.

Age demographic

Most new employees continue to be from postgraduate level, but we also hire via apprenticeships to increase the diversity of our hires. Entry level new employees for this reporting period were almost evenly split between men and women with only a 1% differential between the two (51% men).

Foster + Partners has been increasing headcount due to continued business growth. Our average employee age is 30 indicating a higher representation of employees with six or less years of experience. The bonus gap is driven by increasing award opportunity with seniority, at which levels there is higher male representation as illustrated by the pay quartiles.

Foster + Partners' 2024 gender pay gap reductions, measured by increased representation of women in the UQ and lower representation in the LQ, highlight ongoing efforts to champion the career journey for women, fostering inclusion and addressing factors such as leadership representation and sectoral disparities.

Footnote: ¹ The Gender Pay Gap in Architecture by Eleanor Marshall, Archinect Features, 10 Oct 2019



Foster + Partners UK Gender Pay Gap Report for 2024

As a UK company employing more than 250 employees, we are required to publish our gender pay gap. This gender pay gap report provides a brief insight into pay balance by gender, as of 5 April 2024. It quantifies the difference between the median and mean earnings of men and women, irrespective of role or seniority.

What is 'gender pay gap' and is it different to equal pay?

The gender pay gap is different from equal pay; the gender pay gap measures the differences between the average and median pay of male and female employees irrespective of job role or seniority. Equal pay issues focus on pay differences between male and female employees performing the same or similar work, or work of equal value.

For example, where an employer delivers the same pay for employees in comparable roles, but the Senior Executive Partnership team is comprised of 90% men, assuming these are higher-paid roles, this will generally give rise to a gender pay gap but not an equal pay issue.

Foster + Partners determines base pay based on role requirements including, but not limited to, accountability, responsibilities, specialised or technical expertise, location, education, qualifications, years of experience, working hours and individual performance. Our pay gap is not a result of paying men and women differently for the same or similar work, or work of equal value.

Measuring the gender pay gap

Mean pay gap

The mean gender pay gap is an average comparison. It is calculated by adding together the hourly pay rates of male full-pay relevant employees and dividing this figure by the number of male full-pay employees to determine the mean hourly pay rate for men. The same figure is calculated for women. The calculation then subtracts the mean hourly pay rate for women from the mean hourly pay rate for men, divides the result by the mean hourly pay rate for men and multiplies the result by 100. This gives us the mean gender pay gap in hourly pay as a percentage of male pay.

Median pay gap

The median gender pay gap is a comparison of the middle of the hourly pay rate range for men and women. It is calculated by arranging hourly pay rates for male full-pay relevant employees from highest to lowest and taking the hourly pay rate for the middle-ranked man. This same figure is calculated for women. The calculation then subtracts the median hourly pay rate for women from the median hourly pay rate for men, divides the result by the median hourly pay rate for men and multiplies the result by 100.

% Employees receiving a bonus

The GPG calculation for percentage of employees receiving a bonus requires companies to look at bonus paid within 12-months prior, which is July 2023. 30% of women and 26% of men were not eligible for a bonus due to hire date, which fully balances out the reported proportions of employees receiving a bonus by gender, 73% for men and 69% for women.

Below: Emily Phang, Senior Executive Partner, during filming, The Hub, Battersea, London, UK



Senior leadership roles held by women across Foster + Partners in 2024

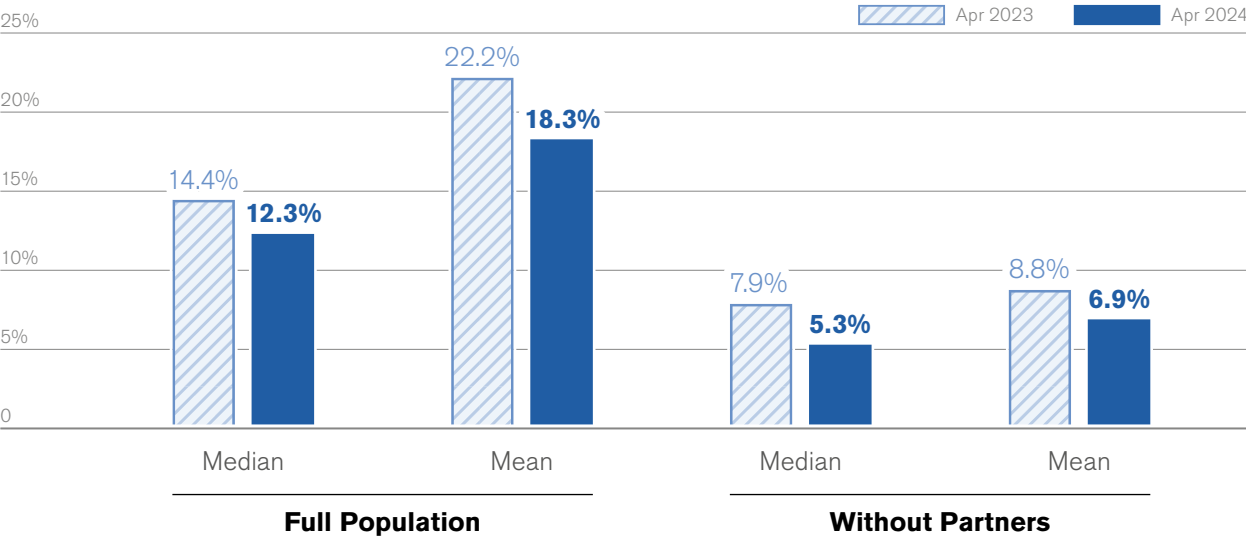
- Strategic Development Partner, Senior Executive Partner
- General Counsel, Senior Partner
- Head of Human Resources, Senior Partner
- Head of Applied R+D, Senior Partner
- Head of Communications, Senior Partner
- Head of Information Centre | MRC, Senior Partner
- Head of Specialist Modelling Group, Senior Partner
- Architect, Senior Partner
- Architect, Senior Partner
- Architect, Senior Partner
- Architect, Senior Partner
- Architect, Senior Partner
- Architect, Senior Partner
- Architectural Assistant, Senior Partner

Below: Cristina Segni, Senior Partner, leading a project design review, The Main Studio, Battersea, London, UK



Summary of our numbers

Gender pay gap

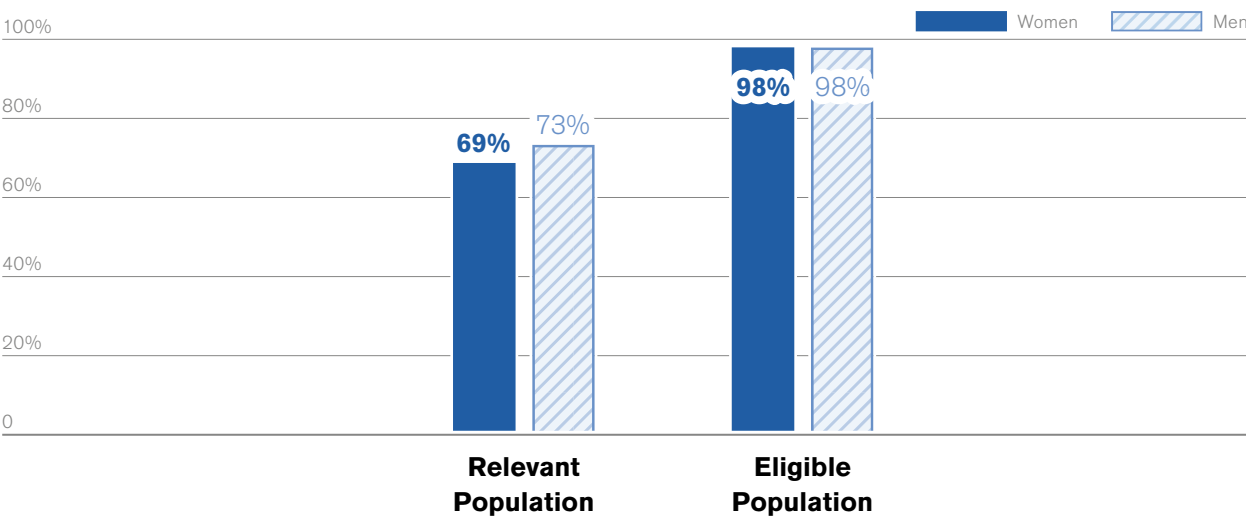


2.1% Decrease in Median Gender Pay Gap from 2023

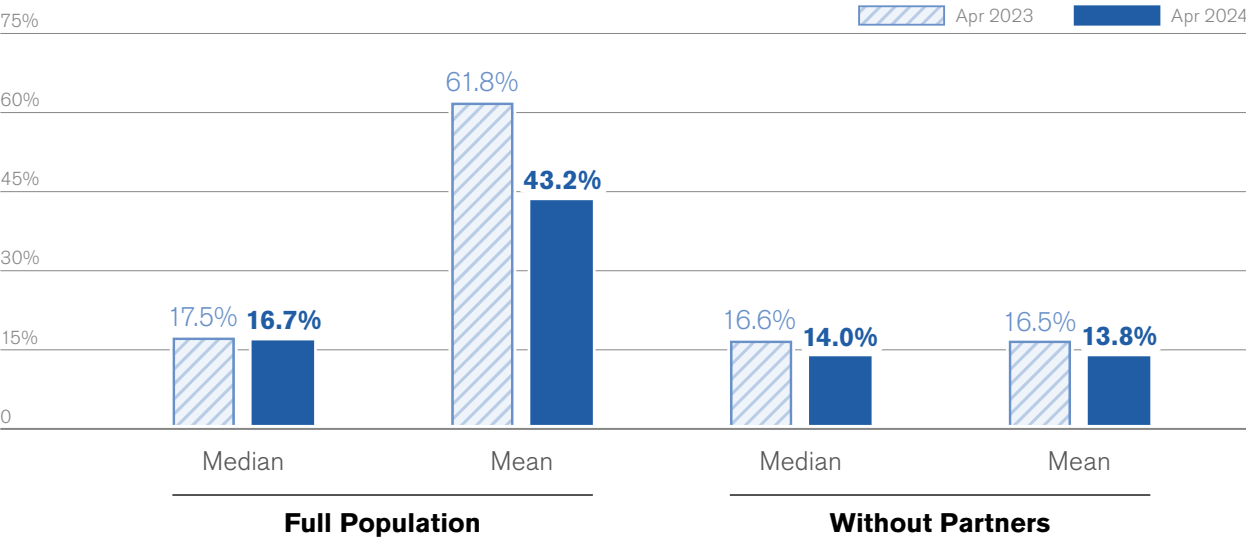
3.9% Decrease in Mean Gender Pay Gap from 2023

When adjusted for eligibility, 98% of both men and women received a bonus

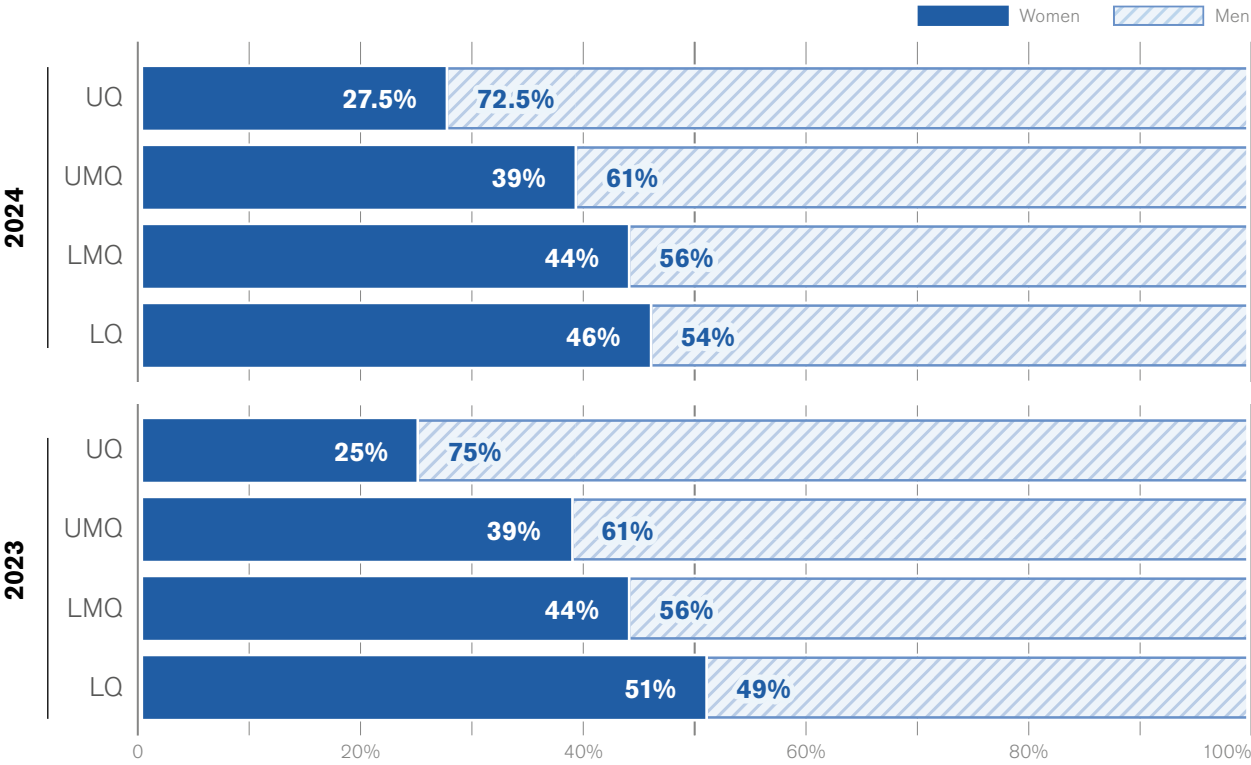
% Employees receiving a bonus



Bonus pay gap



Proportion of men and women by pay Quartiles



Our focus

Representation

The W Programme

Foster + Partners is a partner of the W Programme, an organisation that aims to create better working environments in architecture and related industries by promoting gender equality, diversity, and inclusivity. By being a partner, Foster + Partners actively promotes gender equality by encouraging women to enter and thrive in the construction sector, creating leadership opportunities for women through mentorship and networking opportunities, and hosting events to showcase career trajectories and inspire women to engage with every development route.

Women in BIM

Foster + Partners sponsors Women in BIM, an organisation which aims to increase the representation of women in senior BIM (Building Information Modelling) roles and promote the overall career development of women in the construction sector. By sponsoring WIB, we seek to increase representation of women in the digital construction space, especially in senior roles, fostering a more equitable and inclusion industry through their mentorship and education programmes.

Career and connection

The Women's Network

The Women's Network is an employee network dedicated to developing, promoting, and celebrating the ongoing contribution of women at Foster + Partners.

The group provides inspiration and voice to women, raising and discussing gender-specific issues related to the workplace. They champion the progression of women in architecture and the built environment professions through career development, mentoring, leadership and improving everyday working practices, inspiring and advocating issues of diversity and women in architecture.

In 2024 the Women's Network and the EDI team organised three talks designed to develop women and their progression in the practice:

- **International Women's Day (IWD) | Women's Network relaunch:** To celebrate the relaunch of the Women's Network, Senior Executive Partner, Emily Phang, delivered a presentation on the topic of responsible leadership, sharing her journey with the practice. From starting as an architectural assistant in 2001 to becoming Strategic Development Partner in 2023.
- **Angela Saini In Conversation with Shami Chakrabarti:** As part of the International Women's Day celebrations, the practice welcomed human rights campaigner, Labour peer and barrister Baroness Shami Chakrabarti, to host an In Conversation with acclaimed writer, academic and journalist Angela Saini on her book "The Patriarchs: how men came to rule".
- **Inspiring Career Trajectories:** Continuing Foster + Partners' efforts to celebrate women, the Women's Network held an event which explored diverse career paths. They invited five women from across the practice, to share insights into their unique career trajectories from inception to present day.

Thus far in 2025, to celebrate IWD, the Women's Network organised a screening of Women in Architecture, a two-part documentary released last year by Sky-Frame in collaboration with ArchDaily, that highlights the remarkable journeys, challenges, and triumphs of five women architects.

Women's Network events bring together local colleagues and are also streamed live to international offices, presenting an opportunity to showcase and discuss issues that impact female architects and creating valuable networking opportunities.

Finding balance

Parents + Carers Network

The Parents and Carers Network provides a forum to communicate and share ideas about how the Practice can best support colleagues with caring responsibilities, a topic of frequent relevance for women. This network identifies relevant challenges for working carers and partnership on solutions to help colleagues find balance.

Family friendly policies

Foster + Partners strives to build a family-friendly workplace for our people to more easily balance family and work, and to fulfil both their family and work obligations.

We recognise that flexible work environments attract, motivate, and retain our talented people and increase productivity. Current family friendly policies include:

- Enhanced parental leave
- Employee Assistance Programme offering family and relationship advice, child and dependent care support, health and life coaching, access to virtual GP and mental health counselling for the employee and family
- Childcare discounts
- Company-paid Private Medical Insurance for employees and their families
- Company-paid Life Assurance for all employees
- Company-paid Income Protection for all employees
- Company-paid Business and Travel Insurance for employees and their families
- Paid time-off for up to 10 annual training day

Additional programmes which are currently under discussion include further employee assistance with childcare, a mentoring programme for women and financial education support for returning parents.

For more information, please contact human.resources@fosterandpartners.com



