



UK Gender Pay Gap Report 2018

Foster + Partners

Gender pay reporting



From 2018, the government requested organisations with 250 or more employees to publish their gender pay gap annually. Since reporting our gender pay gap last year, we have been making steps to address greater gender balance.

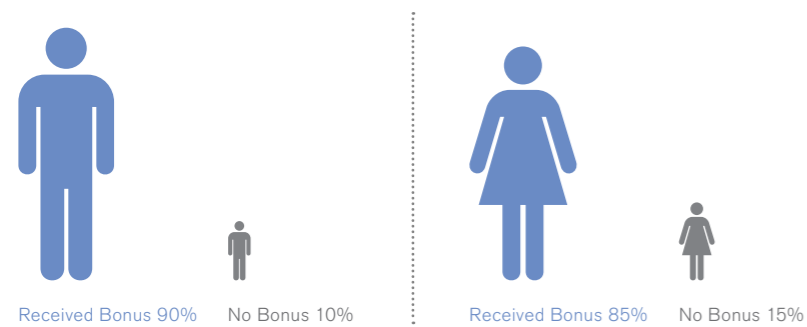
Foster + Partners is committed to developing and supporting a comprehensive policy of diversity and equal opportunities in employment for all. This is not only important to us but is essential for us to thrive as a Practice.

Gender Pay Gap Figures

The table below shows some progress on our median and mean hourly gender pay gap and our median bonus gap at the snapshot date of 5th April 2018 and in the 12 months reference period to 5th April 2018.

	Median	Mean
Hourly pay	9.8%	22.9%
Bonus	15.8%	85.7%

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. When we adjust for eligibility 1% of women and 1% of men did not receive a bonus.

Pay Quartiles

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

	Lower Quartile	Lower Middle	Upper Middle	Top Quartile
Men	59%	62%	65%	80%
Women	41%	38%	35%	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:

	All Foster + Partners	Partners and Senior Partners
Men	65%	82%
Women	35%	18%

How we are addressing the gap

At Foster + Partners, we continue to pay men and women equally for doing equivalent jobs across the practice. We believe in creating an inclusive working environment for all, which is based on merit and encourages our talented team to produce their best work. We continue to try to ensure that our policies and practices are fair, including reviewing our pay decisions each year as part of our annual performance, pay and bonus review.

We are pleased to report that our median pay gap reduced from 10.5% to 9.8% which compares favourably with the industry average of 23.6%. The main reason for the gap remains with us having more men, with longer service, in senior higher-paid roles within the practice. When we adjust for roles under Partner level our pay gap drops to 4.6% at median. Correspondingly this is the case with our median bonus gap which reduced from 33.3% to 15.8% and, when we adjust for roles under Partner level it reduces to 6.3%.

At Foster + Partners we are encouraging more of our women into senior roles to improve diversity at leader level, this is supported by our leadership development programme. During 2018, a further 4 women became Senior Partners.

We are aware there is more work to do and we are actively participating in the Women in Architecture Forum, Move the Dial, continuing with the development of our leadership and career opportunities and continuing with our practice diversity engagement forums.



Matthew Streets
Managing Partner

