



Gender Pay Gap Report 2021 | 22

Foster + Partners

How we are addressing the gap

Foster + Partners has continued to recruit more women than men during 2021 and promoted more women to senior positions as we continue to encourage diversity in architecture. This has had the impact of reducing our median pay gap from 12.8% in 2021 to 10.5% in 2022.

The median figure shows the mid-point for hourly pay for men and women and as more of the latter are in lower paid roles in the practice, the median is lower for women. However, our median pay gap remains well below the industry average of 23.7%.

We are pleased that more of our women are moving into the upper quadrant for pay. The median pay gap has reduced from 12.8% in 2021 to 10.5% in 2022. When we exclude partners, the median pay gap reduces to 1%. The main reason for the gap remains having more long-serving male employees in senior higher-paid roles within the practice.

The bonus median pay gap increased from 5% in 2021 to 26% in 2022. This was expected as bonus payments were distorted as part of the ownership restructure as well as no partner distribution payments made in 2021. The closing of the bonus gap is reflected in the reduction of our mean bonus gap from 70% to 59%. When we exclude partners, the median bonus gap reduced from 3% to 0% and the mean gap reduced from 11% to 5%. The mean pay gap continues to be influenced by the number of men in senior higher paid roles within the practice.

It is important to consider that measurements required for Gender Pay Gap reporting do not always give a full picture. Most architectural practices operate as an LLP and, as such, do not include partner data. For a more accurate comparison we have presented our data including and excluding our partners. We reiterate our commitment to closing the gap by encouraging more women into the practice and developing their careers.



Matthew Streets
Managing Partner

Gender pay reporting

In 2018, the government required organisations with 250 or more employees to publish the headline details of 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 to thrive as a practice.

Pay and bonus analysis

The tables below show our median and mean hourly pay and bonus figures for the period 5th April 2021 and 5th April 2022.

Overall Gender Pay Gap (UK Only)

	Median	Mean
2021	12.8%	22%
2022	10.5%	18.5%

Without All Partners

	Median	Mean
2021	5.4%	5.9%
2022	1%	3%

Bonus Gap Analysis

Overall Gender Bonus Gap

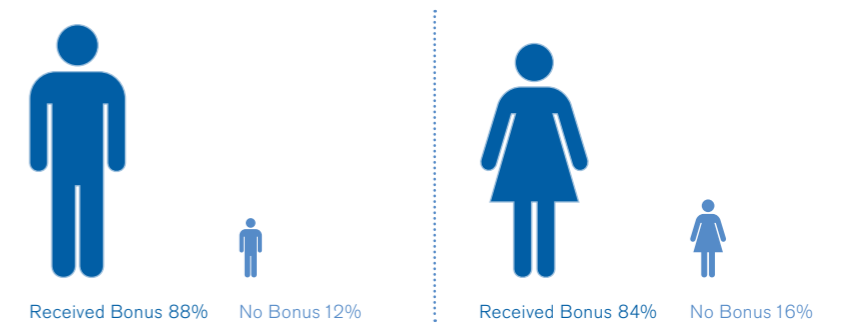
	Median	Mean
2021	5%	70%
2022	26%	59%

Without All Partners

	Median	Mean
2021	3%	11%
2022	0%	5%

Proportion of employees receiving bonuses

Below is the split of those receiving bonuses in the period 2021 and 2022:



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 2% of men did not receive a bonus.

Pay quartiles

The table below illustrates the gender distribution in four equally sized pay quartiles comparatively over the two years. The data shows the growing number of women at all levels of the workforce and demonstrates a higher number of women being recruited as well as movement of women to the higher pay quartiles.

	Lower Quartile		Lower Middle		Upper Middle		Top Quartile	
	Women	Men	Women	Men	Women	Men	Women	Men
2021	45%	55%	41%	59%	38%	62%	24%	76%
	143	171	124	184	115	188	73	235
2022	49%	51%	43%	57%	48%	52%	27%	73%
	139	196	143	193	141	195	89	246

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 where women make up 13% of the workforce.

The following table further illustrates gender distribution across the entire practice and at partner and senior partner level:

	All Foster + Partners	Partners and Senior Partners
Men	62%	78%
Women	38%	22%

