



**Gender Pay Gap Report 2022 | 23**

Foster + Partners



### How we are addressing the gap

Foster + Partners has recruited more women than men during 2022 – 2023 as we encourage diversity. This year, we have the highest proportion of women in our workforce (40%) since reporting began. To allow us to develop and nurture talent at the practice the majority of our recruitment takes place at junior and graduate levels. This results in our median pay gap increasing to 14.4% across all staff grades. Our pay gap is not an equal pay issue. Men and women are paid equally for doing equivalent jobs across the practice.

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The median figure shows the mid-point for hourly pay for men and women and as more women are in lower paid roles in the practice, the median is lower for women who represent 51% of the lower Quartile pay quadrant. However, our median pay gap remains well below the industry average of 23.7%.

When we exclude partners, the median pay gap reduces to 7.9%. The main reason for the gap remains having more long-serving male employees in senior higher-paid roles within the practice. At architecture staff level there is no gender pay gap.

The bonus median pay gap decreased from 26% in 2022 to 17.5% in 2023. The mean bonus gap has very slightly increased from 59% in 2022 to 61.8% in 2023. When we exclude partners, the median bonus gap is 16.6% (0% for 2022) and the mean gap is 16.5% (5% for 2022). The mean bonus pay gap continues to be influenced by the number of men in senior higher-paid roles within the practice and this year an increase in bonus levels for all those at corporate title levels, which benefited our long serving employees who are predominately male.

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 to join the practice and by developing enhanced policies and strategies such as agile working, work-life balance and training to support them throughout their careers.



**Stuart Latham**  
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. During 2022 – 2023 51% of new starters were women.

## Pay and bonus analysis

The tables below show our median and mean hourly pay and bonus figures for the period 5th April 2022 to 5th April 2023 with and without all partners.

### Overall Gender Pay Gap (UK Only)

	Median	Mean
2022	10.5%	18.5%
2023	14.4%	22.2%

### Without All Partners

	Median	Mean
2022	1%	3%
2023	7.9%	8.8%

## Bonus Gap Analysis

### Overall Gender Bonus Gap

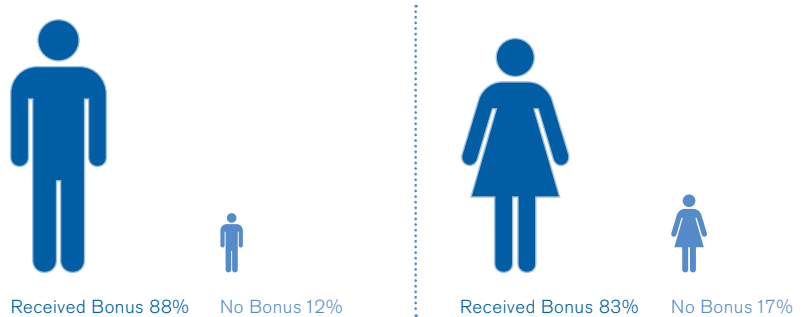
	Median	Mean
2022	26%	59%
2023	17.5%	61.8%

### Without All Partners

	Median	Mean
2022	0%	5%
2023	16.6%	16.5%

### Proportion of employees receiving bonuses

Below is the split of those receiving bonuses in the period 2022 and 2023:



99% of 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 pay quartiles comparatively over the two years. The data shows the growing number of women at all levels of the workforce demonstrating a higher number of women being recruited.

	Lower Quartile		Lower Middle		Upper Middle		Top Quartile	
	Women	Men	Women	Men	Women	Men	Women	Men
2022	41%	59%	43%	57%	48%	52%	27%	73%
	139	196	143	193	141	195	89	246
2023	51%	49%	44%	56%	39%	61%	25%	75%
	190	184	166	208	146	228	94	280

**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 15% of the workforce (ONS 2023).

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	58%	78%
Women	42%	22%

