





### How we are addressing the gap

Foster + Partners has recruited more women than men during 2020, as the practice continues to encourage diversity in architecture. However, as these roles have tended to be in lower paid positions than our long-serving senior male employees, this has had the effect of increasing our median pay gap from 8.8% in 2019 to 13% in 2020, which has slightly reduced to 12.8% in 2021.



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 20%.

Following a review of our quartile data, we are pleased to note that more women are moving into the upper quadrant for pay. Furthermore, as we have increased the number of women in senior paid positions, the mean pay gap has reduced from 24% in 2017 to 22% in 2020/21. 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 has also significantly reduced from 29% in 2019 to 5% in 2021. This is partly due to the practice not paying out a partners distribution in the last year. However, when excluding partners, the bonus median pay gap has reduced from 5% to 3%, demonstrating that the gap is closing at all corporate title levels. 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. Although a demographic shift in the number of women has increased the gender pay gap at Foster + Partners since 2019, we reiterate our commitment to closing the gap by encouraging more women into the practice and developing their careers in the architecture sector.

A stylized, handwritten signature in black ink, appearing to read 'Matthew Streets'.

**Matthew Streets**  
Managing Partner



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 our median and mean hourly pay and bonus figures for the period 5th April 2020 and 5th April 2021.

	Median 2021	Median 2020
Hourly pay	12.8%	13%
Bonus	5%	29%

	Mean 2021	Mean 2020
Hourly pay	22%	22%
Bonus	70%	87%

For roles under partner level:

	Median 2021	Median 2020
Hourly pay	5.4%	4.2%
Bonus	3%	5%

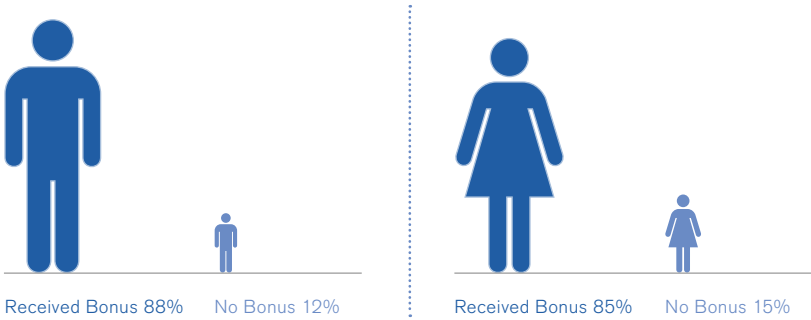
	Mean 2021	Mean 2020
Hourly pay	5.9%	6.2%
Bonus	11%	13%







Proportion of employees receiving bonuses



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 pay quartiles.

	Lower Quartile	Lower Middle	Upper Middle	Top Quartile
Men	55%	59%	62%	76%
Women	45%	41%	38%	24%

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 gender distribution across the entire practice and at partner and senior partner level:

	All Foster + Partners	Partners and Senior Partners
Men	63%	81%
Women	37%	19%







