

RESEARCH  
WITH  
YOU  
REPORT

Image: 50 Union Street, London





# Welcome

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This is the first year we have been required to submit our Gender Pay Gap data which is calculated in accordance with the legislation that came into force in April 2017. UK employers with more than 250 employees are required to publish their gender pay gap annually using a snapshot of their data as at 5 April.

We won't shy away from acknowledging that our pay gap is higher than the UK average and the average of others who report in the Architectural Sector. However, we do recognise that this pay gap is caused by us having a smaller proportion of women than men in higher paid senior positions.

The Architects Registration Boards 2023 Diversity figures highlight that women are underrepresented in the profession of Architecture equating to just 31% of all registered architects, despite more females than males initially enrolling in Part 1 architectural degree courses.

The Practice was originally founded by an all male team, most of whom remain with the business today and we have since grown quickly and successfully via our Mergers and Acquisitions growth model, often the Practices with which we merge reflect this industry under representation. Consequently, this has meant we have

inherited their male dominated senior management teams, increasing the number of male Directors in our leadership team and thus exacerbating our role gap.

We cannot change our history, but this does not mean our composition should or will remain with a male gender bias in the future. We want our business to continue to flourish and it has the best chance of doing so by ensuring that there is diversity of thought within our leadership team. Our commitment to enhancing gender parity is reflected in the creation of our Diversity & Inclusion strategy including the founding of our ESG committee in 2023. One of the Committees' main goals is to open doors to a more inclusive and equitable architectural world by creating and protecting a culture in which everyone has a voice and feels valued.

One of the first objectives of the ESG committee was to review pay equity across the practice and as such a pay equity audit was undertaken swiftly to ensure those working to the same competency levels are being remunerated equally regardless of their demographic. We are committed to undertake this audit annually.

In 2023, we held our first Diversity and Inclusion workshop with representation from our largest minority group in the Practice, females. The workshop participants identified several barriers which they considered would stop them from progressing their careers at Corstorphine & Wright. The outcome from this workshop was the creation of a Diversity & Inclusion action plan, designed to break down these barriers.

A significant obstacle discussed was the parental and caring commitments traditionally undertaken by women, meaning they are often forced to take career breaks. In response, we have worked hard over the last 6 months to develop a suite of considered family friendly benefits so that our Corstorphine & Wright parents feel better supported to return to their careers following the growth of their families. These include the introduction of a Maternity buddy scheme, the creation of a parental pack, the addition of 'back to work' inductions and most excitingly, the introduction of increased enhanced Maternity & Adoption Leave Pay, supporting women with over 5 years' service with full pay for 39 weeks following the birth of their child.

This forms just one strand of our 8-point 2024 Diversity & Inclusion Action Plan.

We look forward to monitoring and reviewing how these initiatives positively impact:

- The number of females we employ at all levels
- The % of females promoted during the year (as a share of the total cohort)
- Number of females applying for jobs in each job type
- The number of females who leave the Practice in the year
- Number of females who leave in each job level
- The ratio of females who return after maternity leave

These key performance indicators will be monitored quarterly and reported annually and in time will be expanded to include progress in closing the role gap for other minorities.

We are philosophical that changes will not be over night and some initiatives, such as trying to increase our pipeline of female employees at Part 1 may in fact worsen the pay gap in the short term.

Although we have already made some headway with the promotion of two more female directors in 2023, reflecting a shift in the industry, not everything will or can be achieved at once but by communicating openly and transparently on a regular basis, we hope that the entire Corstorphine & Wright community will be on the same page and feels educated on the progress we are proud to be making.

Meanwhile, we will continue to work hard to make Corstorphine & Wright the practice of choice for everyone and consequently, we hope to significantly close our Gender Pay Gap over the coming years as well as playing our part in stopping the outpouring of female talent from the architectural profession as a whole and for the benefit of all.

*Signed*



**Michael Walters**  
Group Director

For & Behalf of Board of Directors  
27.03.2024

Image: *Smallbrook Queensway Architectural Model Detail*



# What is the Gender Pay Gap?

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The Gender Pay Gap is a measure of the difference between men's and women's average earnings across an organisation or the labour market. It is expressed as a percentage of men's earnings and the government sets out the basis of the calculations we must use.

It is important to know that because of the way the government asks us to report, even when pay is equal for a man and woman doing the same job, there may still be a pay gap in an organization as it is affected by the number of senior and therefore higher paid colleagues in each group.

**Equal Pay** is a different thing from the pay gaps that we are reporting here. Equal pay is about how much men and women are paid for doing the same or similar work, or work of equal value. We always pay our colleagues according to their role and experience, regardless of their gender or ethnicity and undertake annual equal pay audits internally.

## How the Pay Gap is Calculated

The Gender Pay Gap is the mean value of salaries paid for woman vs. the mean salaries paid to men. The Gender Pay Gap figures add up all the salaries paid to women and divides this value by the number of women to get a mean score.

Corstorphine & Wright is a Ltd company. In comparison to architectural LLPs that are not required to include partners' earning in their gender pay gap reporting, the salaries and bonuses of every member of our team are included in our gender pay gap calculations.

## How the bonus Gap is Calculated

We calculate the bonus gap using the actual bonus paid to colleagues across the business.

The calculation does not make allowance for bonus payments that are pro-rated for part-time hours. This means, if more women than men work part time, the gender bonus gap will mathematically be wider even if all other factors are the same.



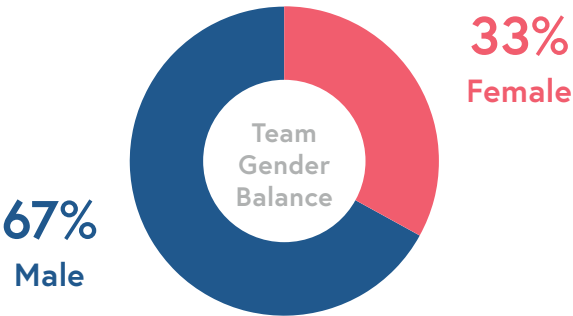


# Our Results

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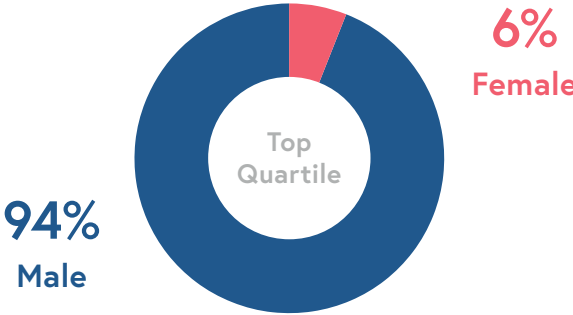
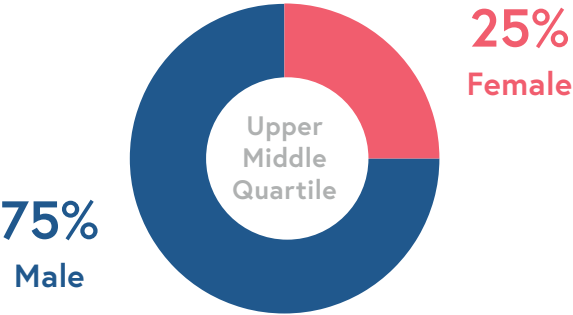
## Gender Balance

Currently, 33% of our team are female



## Pay Quartiles

25% of our team in the upper middle quartile are women and 6% of our team in the top quartile are women





### Calculation 1 - percentage of men & women in each hourly pay quarter

Consolidated	Q1	Q2	Q3	Q4
Men %	94%	75%	59%	45%
Women %	6%	25%	41%	55%
	100%	100%	100%	100%

#### Gender Pay Gap

Women and men working equivalent roles at Corstorphine & Wright are paid equally.

### Calculation 2 - percentage of men & women in each hourly pay quarter

Consolidated			
Pay by Gender	Total Pay Per Hour	Number of Employees	Mean Pay Per Hour
Male	5,265.84	181	29.09
Female	1,588.99	85	18.69
<b>Pay Gap</b>	<b>35.7%</b>		

Our median pay gap is 31%. This gap exists because a higher number of men hold senior positions within the Practice.

We have implemented a number of programs designed to enable women within the Practice to progress to senior roles and have identified a range of KPIs to monitor their effectiveness.

### Calculation 3 - median gender pay gap for hourly pay

Consolidated	Median Pay Per Hour
<b>Pay by Gender</b>	
Male	23.88
Female	16.36
<b>Pay Gap</b>	<b>31%</b>

## Calculation 4 - percentage of men & women receiving bonus pay

### Consolidated

Men	191
Men Receiving Bonus	143
	<b>75%</b>
Women	98
Women Receiving Bonus	67
	<b>68%</b>

Every member of our team who does not hold shares in the business and who has worked for us 6 months before year end is eligible for a bonus providing that they meet the performance requirements linked to our bonus scheme.

- 16 women and 22 men joined the practice in the 6 months before year end and were therefore not eligible for a bonus at this time.
- 9 women and 9 men joined between December 2022 & April 2023 and therefore did not receive a bonus in this period.
- 5 individuals did not meet the performance requirements linked with our bonus scheme.
- 18 Directors received dividends rather than a bonus.

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## Calculation 5 - mean gender pay gap for bonus

Consolidated	Bonus Paid out	Number Receiving Bonus	Average bonus
Men	456,977	143	3,196
Women	116,531	67	1,739
<b>Pay Gap</b>	<b>46%</b>		

Bonuses paid to all employees are linked to their salaries. As more males hold senior positions within the company, it is reflected in our bonus pay gap.

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## Calculation 6 - median gender pay gap for bonus pay

Consolidated	Median Bonus
Male	1986.5
Female	1427
<b>Pay Gap</b>	<b>28%</b>

Image: Cottis Yard, Epping



# Good Things are Happening Here

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## What we have achieved in 2023:

**January 23** - Natasha Clarke was appointed on the Board as a Non-Executive Director to draw upon her wealth of experience in the strategic thinking, planning and implementation of People and Culture plans to assist Corstorphine & Wright with shaping its own People & Culture Strategy.

**June 23** - A dedicated ESG Steering Group has been formed with the remit to create and implement the emerging ESG strategy focusing on both our internal and external environmental and social impact and building a sustainable, diverse & inclusive company culture.

**July 23** - Family Fit Assessment, being awarded Good based on our current policies and employee feedback compared to other UK employers.

**August 23** - Our inaugural Diversity and Inclusion workshop was held with representation from our largest minority group, females. The outcome has been the development of a wider D&I action plan, and ensuring that practice-wide this conversation is kick started and remains a key ongoing topic of discussion.

**October 23** - Paternity Pay was enhanced from one to two weeks at full pay to encourage new fathers to take this time off after the birth of their child without being financially penalised.

**November 23** - Menopause Policy and a Menopause risk assessment created to provide support and advice to those going through the menopause and education to all so that women feel supported during this inevitable life event, and it stops being a hidden 'problem'.

**December 23** – Creation of a Corstorphine & Wright parental pack which contains summaries of all Corstorphine & Wright's current parental policies and benefits in relation to parental leave, pay and support available to employees in a clear and easy to understand format.

**December 23** – Creation of a Maternity Buddy scheme throughout the lifecycle of maternity, all expectant parents will have access to a 'buddy' pre, post and during maternity to ensure all expectant parents feel supported.



# Corstorphine & Wright's DE&I Initiatives

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The following initiatives will be implemented during 2024 to support our overarching Diversity & Inclusion Goals

1. Review & further development of our suite of **Family Friendly Policies**.
2. Introduction of further **Enhanced Maternity & Adoption Leave Pay** based on employee tenure to be introduced to help retain and support women remaining in our practice.
3. Implement a **Whistle Blowing Hot Line** as a safe place for people to flag issues that will impact the company culture and that may need addressing so to create a working environment in which diversity can flourish.
4. Introduce an **Internal Mentoring Scheme** to enhance the development of inclusive workplace culture, incorporating inclusion as a mindset driven behaviour as well as to engage, retain and develop high performing employees on an equitable level.
5. Implementation of a **Maternity Buddy Scheme** ensuring that throughout the Lifecycle of maternity, all expectant parents will have access to a 'buddy' pre, post and during maternity to ensure all expectant parents feel supported.
6. Undertake a **Review of current Recruitment Practices** to mitigate unconscious bias wherever possible.
7. Build a **Values Champion Network** – Structured with clarity of purpose & impact, to ensure that Corstorphine & Wright is constantly living up to our 5 Values.
8. Introduction of monitorable and measurable **KPIs** which will be tracked and reported quarterly.






# Corstorphine & Wright



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