

Gender Pay Gap Report

W&C

DATE:
March 2026

corstorphine-wright.com



Welcome

This is the third year we have been required to submit our Gender Pay Gap data calculated in accordance with the legislation that came into force in April 2017 which stipulated that 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.

Since last years report (2023/24):

- The proportion of women in the upper pay quartile has increased from 10% to 13% (+3%)
- The mean hourly pay gap has reduced from 30.8% to 30.3% (-0.5%)
- The median hourly pay gap has reduced from 32.9% to 25.4%. (-7.5%)
- The proportion of women receiving a bonus increased from 75.7% to 90.1% (+14.4%) Vs 82.9% for men.
- The mean bonus pay gap reduced from 69.6% to 54.9% (-14.7%)
- The median bonus pay gap also reduced from 32.5% to 31.3% (-0.2%).

We are delighted that the data reflects the progress we feel we are making as a business, however, our 2024 / 2025 mean and median pay gaps remain above both the UK average (ONS mean: 13.9%, median: 14.9% for 2024) and the Architectural Sector average (ARB/RIBA benchmarking: c.11%).

The main driver of the gender pay gap at Corstorphine & Wright is the low representation of women in senior leadership roles and consequently the upper pay quartile. As of April 2025, only 13% of employees in the upper pay quartile are women, though the overall workforce is 33% female. This is amplified by historic mergers and acquisitions, which introduced several all-male leadership teams into the business (reflective of the majority of RIBA registered Practices). This has created a persistent gender imbalance at the highest paid levels across the organisation.

The gender pay gap is not due to unequal pay for the same work. Internal annual equal pay audits confirm all colleagues are paid equally according to role and experience regardless of gender.

Prioritising practical solutions to the barriers affecting female retention and progression will enable meaningful progress over the next 3-5 years. This will diversify our leadership team, strengthen inclusivity across under represented groups, and ultimately support a positive shift in senior level gender representation, contributing to a reduced gender pay gap and as a business we are committed to making meaningful change.

Signed



Michael Walters
Group Director

For & Behalf of Board of Directors
27.03.2026

Recent Initiatives and Impact

Over the last 12 months, we are proud to have introduced the following initiatives:

Family Life

- Introduced enhanced Maternity and Adoption pay. Employees with over five years' service now receive 39 weeks' full pay and those with two to five years receive 23 weeks' full pay. All employees receive a back-to-work bonus if less than two years' service. All six women who made use of this benefit in the reporting period returned to work.
- In recognition that caring responsibilities often fall to females, we have introduced an Enhanced Carers Leave policy (one paid week's leave per year, from September 2025).

Culture

- All Directors signed a company Code of Conduct.
- Mandatory anti-sexual harassment training for all employees.
- Launched "C&W Conversations" podcast series, with the first episode led by the four board members focusing on the gender pay gap.
- Introduced "Whistle B", a confidential whistleblowing platform as a safe space to raise suspicions of misconduct.

Career Development & Progression

- Introduced a formal promotions panel in 2025, with 50:50 male/female membership, and set clear, equitable promotion criteria.
- Refined promotion communications to improve transparency.
- Launched a pilot Mentoring Scheme for senior leaders, with plans to expand further in 2026.
- Rolled out "Confident Presenting" workshops to all job levels, and
- Launched our High Impact Leadership Training series for Directors, built around our core values, with modules on inclusive, innovative and collaborative leadership and focused sessions with the Group Board.

Role Models

- We recognise the importance of visible role models in driving cultural change and inspiring future leaders and actively increased the involvement of female leaders in visible industry events (Women in Architecture, Women in Property, Women in BIM , CIAT).

Monitoring & Reporting

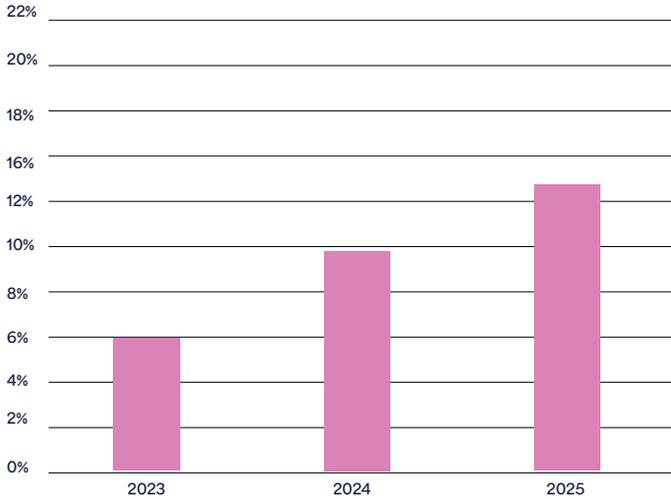
- Since July 2023, introduced regular KPI tracking covering the proportion of female employees in each quartile, female promotions, retention rates (including post-maternity return rates), and ongoing leaver analysis by grade.



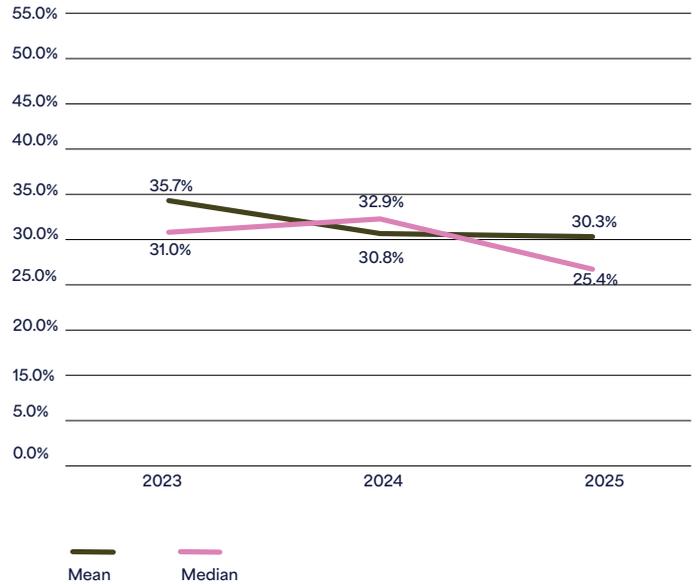
The Impact we have seen so far...

Beginning in 2023, we introduced measurable KPI's to monitor our impact and highlight the priority areas that require sustained focus.

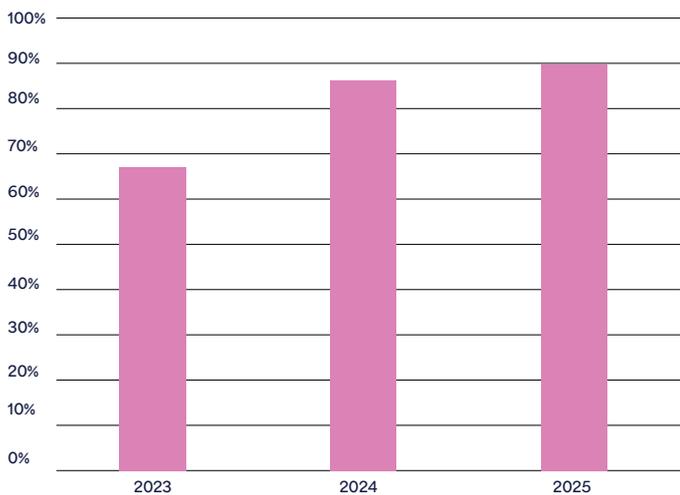
The share of women in the upper pay quartile increased from 10% to 13% in one year and has doubled since the first report in 2023.



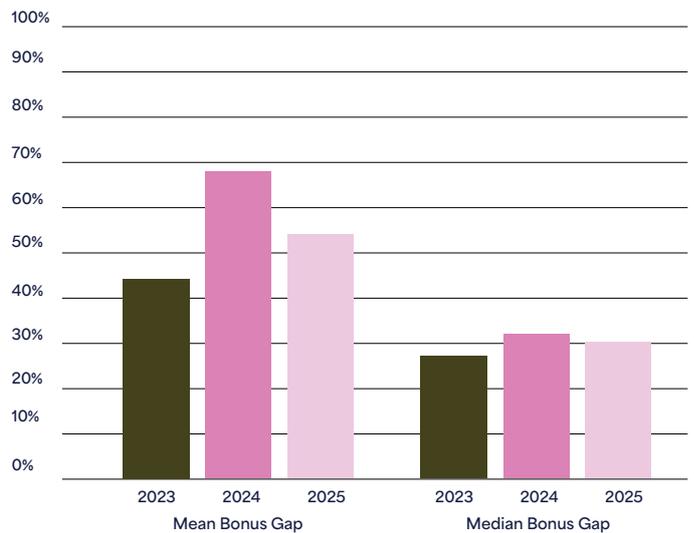
The mean hourly gender pay gap reduced by 0.5% (from 30.8% to 30.3%) and the median by 7.5% (from 32.9% to 25.4%).



The proportion of women receiving a bonus increased from 75.7% to 90.1% in a year.

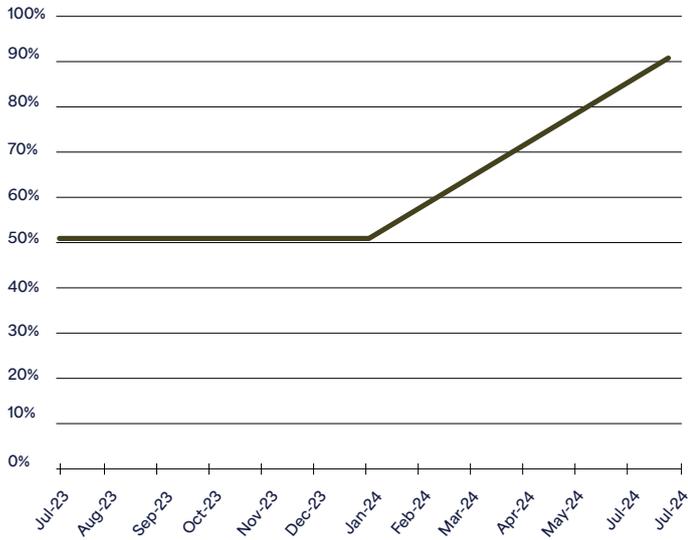


The mean bonus gap reduced by 14.7%, and the median by 1.2%.

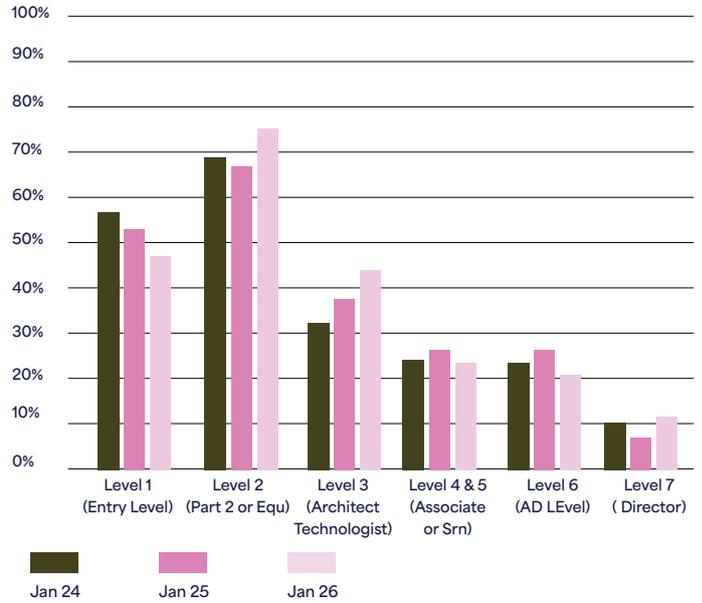


THE IMPACT WE HAVE SEEN SO FAR...

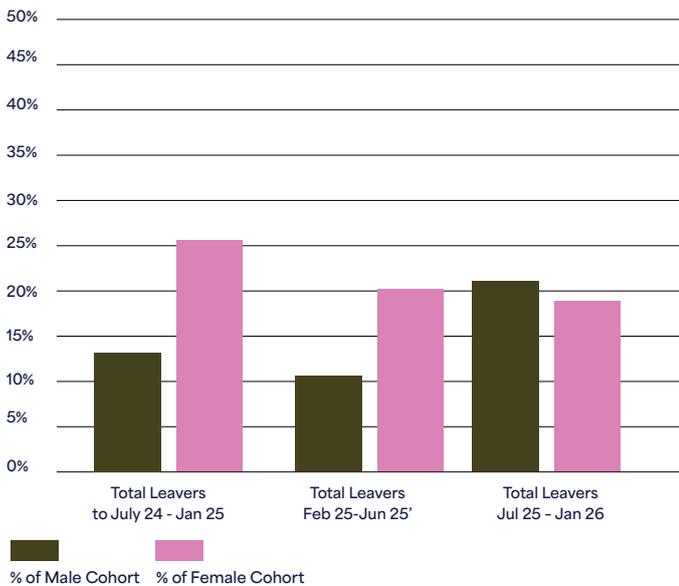
100% of women who used the enhanced maternity policy returned to work.



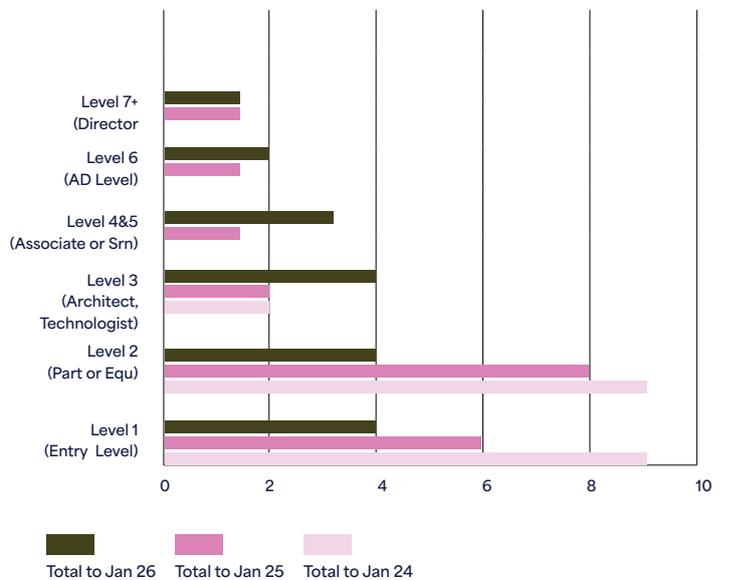
Female directors increased, though this reduced the share of female associate directors as women were promoted into more senior posts.



The proportion of female leavers has reduced as a share of all employed women between Feb 2025 and Jan 2026 compared to the past two years.



And the majority of female departures remain at lower job levels (Level 1 and 2).



Our next steps for 2026

We continue to develop and implement our 5 year ED&I action plan with the ambition of achieving the following Impact Goals:

- To become a trailblazer within the architectural industry by empowering our leaders & employees to enable a culture of diversity & inclusion by implementing policies and practices that encourage a truly diverse workforce.
- To continually develop our diverse talent and support their progress within the business.
- To create a culture where all our employees feel psychologically safe.
- To act on data, insight and employee feedback to eliminate bias and barriers for under-represented groups, ensuring our Studios meet inclusivity and accessibility standards, always.

Our key priorities for 2026 remain, to:

- Increase the percentage of women in the top two pay quartiles through promotion, lateral hiring, and closing gaps at Associate and Director level.
- Reduce turnover at Level 1 and Level 2 by targeting retention and support for early-career women.
- Ensure continuous communication of goals and progress throughout the business to maintain engagement

Planned actions for 2026

- Require all Associate Directors to sign the company Code of Conduct, mirroring the approach taken with Directors in 2025.
- Mandatory unconscious bias training for all employees.
- Launch an internal Female Leaders network.
- Establish an Employee Forum to consult and challenge the Board with diverse perspectives.
- Expand the internal mentoring scheme beyond pilots to widen access.
- Make the recruitment process more inclusive and require proactive advertisement of all roles to attract a diverse pool
- Continue the “Future Leaders” talent development programme.
- Review, update and communicate family-friendly policies.
- Continue to monitor and report ED&I KPIs biannually.
- Measure % increase of women in leadership roles (Associate and above) as a key indicator of success.
- Provide tailored female PPE.



What is the Gender Pay Gap?

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.

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 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.

How the Pay Gap is Calculated

The Gender Pay Gap is the mean value of salaries paid for women 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.

Gender Balance

At the point of data collection 33% of our team are female, compared with 32% at this point last year.

67%

Male

33%

Female

Of which

Corstorphine & Wright's Architects

Male 72%

Female 28%

ARB UK Registered Architects

Male 63%

Female 36.4%

Other / Prefer Not to Say 2.3%

Corstorphine & Wright's Registered Technologists

Male 88%

Female 12%

CIATs UK Registered Technologists

Male 91.8%%

Female 8.2%



2024/25 Corstorphine & Wright Gender Pay Gap Data

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

Consolidated	Q1	Q2	Q3	Q4
Men %	87%	75%	62%	44%
Women %	13%	25%	38%	56%
	100%	100%	100%	100%

Calculation 2 - Mean Gender pay gap

Consolidated Pay by Gender	Total Pay per hour	Number of employees	Mean Pay per hour
Male	6,072.38	211	28.78
Female	2,085.48	104	20.05
Pay gap	30.3%		

Calculation 3 - Median Gender pay gap for hourly pay

Consolidated	Median pay per hour
Male	23.79
Female	17.74
Pay gap	25.4%

Calculation 4 - percentage of men & women receiving bonus pay

Consolidated			
Men	217	Women	111
Men receiving bonus	180	Women receiving bonus	100
	82.9%		90.1%

Calculation 5 - mean gender pay gap for bonus

Consolidated	Male	Female
Bonus paid out	568,781	142,443
Number receiving bonus	180	100
Average bonus	3,160	1,424
Pay gap	54.9%	

Calculation 6 - median gender pay gap for bonus pay

Consolidated	Male	Female
Median bonus	1,737	1,193
Pay gap	31.3%	

Quartiles (See Calc 1 on Sheet)

25% of our females sit in the upper middle quartile, remaining consistent with the previous two year, but females in the upper pay quartile have increased from 10% to 13% within the year and has doubled since our first report in 2023.

Mean Gender Pay Gap (See Calc 2 on Sheet)

Our mean pay gap has reduced by nearly 0.5%, from 30.8% to 30.3% this year, reflective of the increase of females in the upper quartile as identified in Calc 1.

Median Gender Pay Gap (See Calc 3 on Sheet)

Our Median pay gap has decreased significantly from the prior year from 32.9% to 25.4%.

Bonus (See Calc 4 on Sheet)

All employees who have worked with us for 6 months before our financial year end are eligible for a bonus which is based on 70% on company performance and 30% on personal performance. Women receiving a bonus increased from 76% last year to 90.1% this year which is 7.2% more than men who received a bonus in the same period.

Mean Gender Pay Gap for Bonus (See Calc 5 on Sheet)

The Bonus gap decreased from 70% to 54.9% and although significant, is explained by our Directors bonus structure through which several of our Directors are rewarded with a contractual bonus. These were paid in one instalment during the reporting period, and are significantly higher than the employee bonus paid out in Dec 24. As the majority of recipients were male the bonuses paid out are very heavily weighted to men.

Median Pay Gap for Bonus (See Calc 6 on Sheet)

Median bonus pay gap also decreased from last year (33% to 31%) but not to the same extent as the mean gender pay gap.

