

REAP
THE
FRUIT
OF
YOUR
LABOUR

REPORT

Image: Windsor Square, Royal Arsenal, Woolwich, London



Corstorphine & Wright

Welcome

This is the second 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 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 year, we are pleased to have seen progress in the number of females in the upper pay quartile of hourly pay (calc 1), a reduction in the mean pay gap (calc 2) and an increase in the % of females receiving bonus (calc 4).

We don't shy away from acknowledging that our pay gap remains higher than the UK average and the average of others who report in the Architectural Sector. We do however recognise that this pay gap is caused by us having a smaller proportion of women than men in higher paid senior positions within the business as well as smaller portion of females overall, representing just 32% of our team.

The Architects Registration Board's 2024 Diversity figures reveal a significant gender imbalance in the architecture profession, with women making up just 33.7% of all registered architects. Despite our rapid growth through our Mergers and Acquisitions strategy, we continue to face structural barriers that impact gender representation at senior levels. Many of the practices we merge with already reflect this underrepresentation, particularly in leadership roles, where women remain a minority. As a result, we inherit male-dominated senior management teams, further increasing the number of male Directors within our leadership.

This, in turn, widens our gender pay gap by reinforcing the existing disparity in leadership representation and pay structures.

While we cannot change our history, we are committed to ensuring that our leadership does not remain male-dominated in the future. For our business to continue to thrive, we recognise the need for a leadership team that benefits from diverse perspectives. Our commitment to improving gender parity is embedded in our Diversity & Inclusion strategy, which was shaped in part by an Inclusivity Workshop held in 2023. During this session, women from across the Practice identified key barriers that could hinder their career progression at Corstorphine & Wright, including challenges related to family responsibilities, workplace culture, a lack of visible role models, perceived limited career development opportunities, and gaps in communication. Addressing these systemic obstacles is crucial to breaking the cycle of underrepresentation and narrowing the gender pay gap within our leadership.

By prioritising tangible solutions to these barriers, we aim to drive meaningful change over the next 3–5 years. We anticipate that our leadership team will become more diverse, fostering a more inclusive workplace for all underrepresented groups. As a result, we expect to see a positive shift in gender representation at senior levels, which will, in turn, contribute to narrowing our gender pay gap.

Since our last report, we are proud to have introduced the following initiatives to address these perceived 'barriers' to career progression:

Family Life

A significant barrier to female career progression is the impact of parental and caregiving responsibilities, which often lead to career breaks. To address this, we introduced enhanced Maternity and Adoption pay from 1st January 2024, ensuring greater financial support based on tenure. Employees with over five years of service now receive 39 weeks of maternity leave at full pay, while those with two to five years benefit from 23 weeks at full pay. Employees with under two years of service receive a back-to-work bonus, reinforcing our commitment to retaining women in the profession after having children. We hope this initiative sets a precedent for other practices to follow.

However, we recognize that financial support alone is not enough. To further support expectant and new parents, we have launched a Maternity Buddy Scheme, providing every expectant parent with a dedicated mentor throughout pregnancy, maternity/paternity leave, and the first six months of their return. By taking these steps, we are actively working to remove barriers that prevent women from advancing in their careers and ensuring a more supportive and inclusive profession.

Culture

We recognise that our culture is shaped from the top, and our Board, both collectively and individually, is fully committed to championing our Diversity & Inclusion initiatives. They actively seek feedback from employee stakeholder groups to ensure our efforts drive real change.

To reinforce this commitment, we have asked all Directors to sign a Code of Conduct, pledging to uphold our core values and hold others accountable for doing the same. Additionally, we have introduced a Whistleblowing reporting line, providing a safe and confidential platform for employees to raise concerns that could impact the integrity of our company culture. These initiatives are key steps in fostering an inclusive, supportive, and values-driven workplace where all employees feel heard and empowered to progress.

Career Development & Progression

This year, we introduced a structured job level framework encompassing all roles—both fee-earning and operational—with clearly defined salary bands and benefits. This initiative establishes transparent career paths and consistent job levels across the Practice, ensuring that benefits and remuneration are equitably aligned.

To further support fairness in career progression, we have conducted a comprehensive pay equity review across the Practice and are committed to re-auditing annually to identify and address any disparities.

Recognizing the impact of mentorship in fostering career growth, we have launched a pilot Mentoring Scheme across seven of our Studios, with plans to expand it Practice-wide in 2025. Mentorship programs are proven to increase minority representation in leadership roles by providing structured guidance and support to employees seeking career advancement.

Additionally, to eliminate inequalities in promotion rates, we have introduced a Promotions Panel to ensure that all promotions are awarded through a fair, transparent process. This panel considers a range of factors beyond traditional criteria, helping to remove unconscious bias and create a more equitable pathway to leadership.

Role Models

We recognise the importance of strong, visible role models in driving cultural change and inspiring future leaders. To reinforce this, all Directors will be undertaking a leadership training program with an external provider over the next 12 months. This program will focus on leading by example, ensuring our leadership team embodies and upholds our Practice Values in their everyday actions and decisions.

Additionally, we are actively encouraging our female leaders to increase their visibility both within the Practice and across the wider industry. By participating in industry panels, events, and roundtables - including Women in Architecture, Women in Property and Women in BIM - they can serve as role models, advocate for greater representation, and help shape the future of the profession.

Monitoring KPIs

We look forward to monitoring and reviewing how these initiatives, alongside those set out in our 5 year ED&I action plan (found below) 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 biannually and reported annually and in time will be expanded to include progress in closing the role gap for other minorities.

Although we have already made some headway in the last twelve months, 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 a sustainable 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 for the benefit of all.

Signed



Michael Walters

Group Director

For & Behalf of Board of Directors

27.03.2025



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.

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.

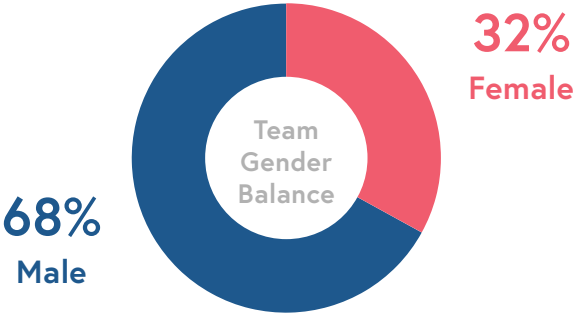




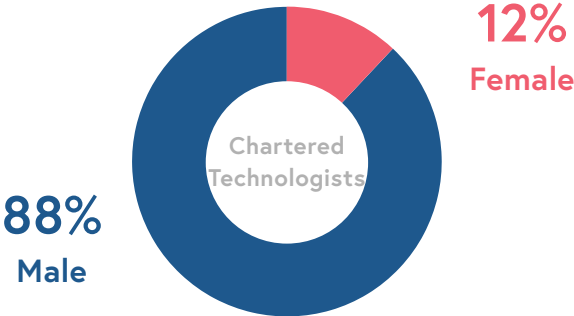
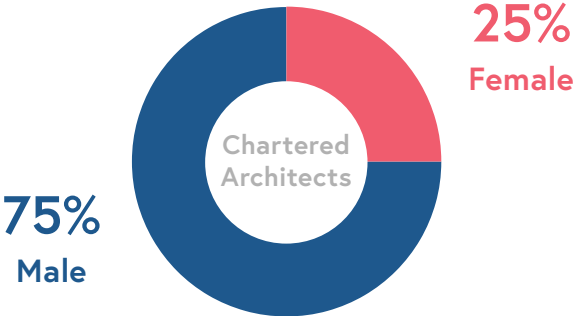
Our Results

Gender Balance

In the reporting period, 32% of our team were female, compared to 33% in the prior year.



Of Which:

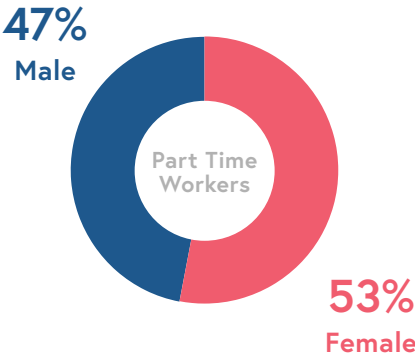
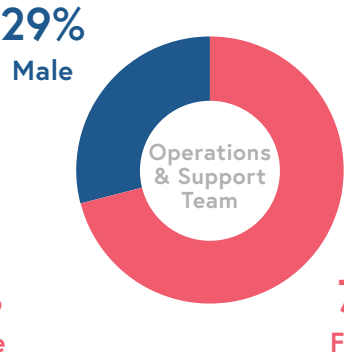
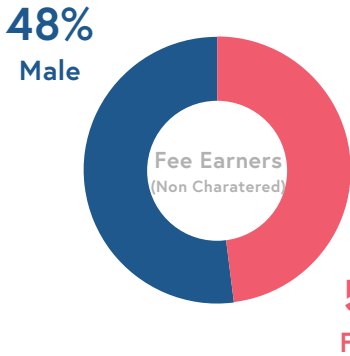


ARB UK Registered Architects

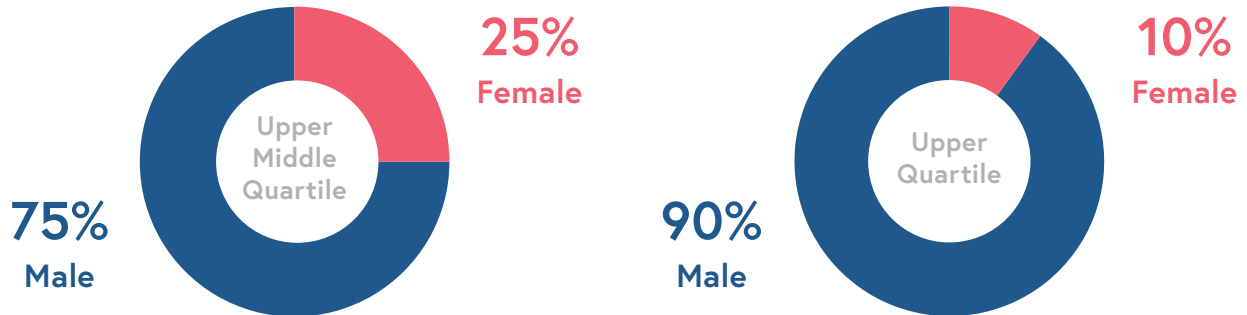
Male	66.3%
Female	33.7%

CIATs UK Registered Technologists

Male	91.8%
Female	8.2%



Pay Quartiles



Calculation 1 - Percentage of Men & Women in Each Hourly Pay Quarter

Consolidated	Q1	Q2	Q3	Q4
Men %	90%	75%	65%	42%
Women %	10%	25%	35%	58%
	100%	100%	100%	100%

25% of our female sit in the upper middle quartile, remaining consistent with the previous year, but females in the upper pay quartile have increased from 6% to 10% within the year.

Calculation 2 - Mean Gender pay gap

Consolidated			
Pay by Gender	Total Pay Per Hour	Number of Employees	Mean Pay Per Hour
Male	5,765.11	193	29.87
Female	1,880.35	91	20.66
Pay Gap	30.8%		

Our mean pay gap has reduced by nearly 6%, from 35.7% to 30% this year, reflective of the increase of females in the upper quartile as identified in Calculation 1.

Pay period Apr-24
 Bonus Period May 2023 to April 2024

Calculation 3 - Median Gender Pay Gap for Hourly Pay

Consolidated	Median Pay Per Hour
Pay by Gender	
Male	25.15
Female	16.87
Pay Gap	33%

Our median pay gap has increased slightly from 31% to 33% compared to the prior year. We believe this movement is due to a slight reduction in the overall number of female employees, as previously identified.

Calculation 4 - Percentage of Men & Women Receiving Bonus Pay

Consolidated	
Men	194
Men Receiving Bonus	158
	81%
Women	103
Women Receiving Bonus	78
	76%

All team members become eligible for a bonus after completing six months with the company, with bonuses being reviewed bi-annually. The all-employee bonus is based on 70% company performance and 30% individual performance. The percentage of women receiving a bonus increased from 68% to 76% compared to the previous year.

Pay period Apr-24
Bonus Period May 2023 to April 2024

Calculation 5 - Mean Gender Pay Gap for Bonus

Consolidated	Bonus Paid out	Number Receiving Bonus	Average bonus
Men	352,694	158	2,323
Women	52,911	78	678
Pay Gap	70%		

The mean gender pay gap for bonuses was negatively impacted, increasing to 70% from 46% the previous year. This was primarily due to the absence of a company-wide bonus in July 2023, caused by uncertain economic conditions. Director bonuses are separate from the company-wide bonus and are paid in one installment during the reporting period. Several of our Directors received contractual bonuses, which were significantly higher than the employee bonuses paid in December 2023. Given that the gender distribution of Directors favors men, there was adverse movement in the pay gap.

Calculation 6 - Median Gender Pay Gap for Bonus Pay

Consolidated	Median Bonus
Male	701
Female	473
Pay Gap	33%

Median bonus pay gap is also increased from last year (33% from 28%) but not to the same extent as the mean gender pay gap.

Pay period Apr-24
 Bonus Period May 2023 to April 2024

Good Things are Happening Here

What we have achieved in 2024:

January 24: Introduction of Enhanced Maternity & Adoption Leave Pay based on employee tenure. Employees with over 5 years service can now benefit from 39 weeks of maternity leave at their full pay. Those with over 2 years but less than 5 can now benefit from the first 23 weeks of maternity leave at their full pay.

January 24: In advocacy of Corstorphine & Wright's ED&I commitments, The Board signed the New London Architecture Diverse Leaders Pledge. This sets several leadership commitments which will hold the business to account in relation to our ED&I commitments.

February 24: Our Apprenticeship Panel was introduced to ensure that Apprentice places were offered to the most deserving candidates.

March 24: The business hosted an 'Inspire Inclusivity' Live panel discussion around the topic of International Woman's Day.

May 24: Two employees, one of whom was a Group Director, enrolled on RIBA 'Inclusion in Architecture' Course.

June 24: Whistle Blowing hotline was established to provide a safe place for people to whistle blow concerns that may impact the integrity of the company culture.

June 24: A Pilot mentoring scheme was launched across four Studios focusing on employees in various roles, encouraging cross-studio mentoring, bridging geographical and departmental gaps, encouraging knowledge sharing and fostering a more cohesive and connected organisation.

June 24: Introduction of Job Levels ahead of June 24 salary and promotion reviews, providing leaders with a guide to reward their teams on an equitable basis.

July 24: Introduction of a Promotions Panel to ensure that the promotion process is fair, consistent and aligned with Job levels.

July 24: All employees are now able to elect to include their preferred pro noun in their email signature and on their Teams profile.

August 24: ED&I Key performance indicators reported to Board.

September 24: Our second Diversity and Inclusion workshop was held with voluntary participation discussing the topic of 'Inclusivity in Architecture'.

October 24: Phase 2 of our Pilot mentoring scheme launched across 3 further Studios.

October 24: High Impact! Leader training programme initiated for all Directors, including modules on Inclusivity and Collaboration.

October 24: Mandatory anti-sexual harassment training undertaken by every Corstorphine & Wright employee.

November 24: Annual Pay Equity Exercise Undertaken across the practice.

December 24: Promotions Panel criteria refined ahead of Dec 24 promotions.





Corstorphine & Wright's DE&I Initiatives

During the last twelve months, we have developed a 5 year ED&I action plan with the aim of achieving 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.

A key measure of our success will be the % increase of females in leadership roles (Associate and above) as a proportional representation of the total number of females employed by the Practice.


To realise this ambition, we must focus on the following areas:

- Holding our Leadership Team Accountable
- Having an empowered workforce
- Attracting and retaining a diverse workforce





Corstorphine & Wright



The following initiatives will be implemented during 2025 to support our overarching Diversity & Inclusion action plan.

1. All Directors asked to sign a **Code of Conduct** pledging to behave in accordance with the business core values and call out those within the business who do not.
2. All leaders to have under a DE&I specific module on **leading inclusively**.
3. A **Shadow Board** will be introduced to provide diverse perspectives and innovative ideas on strategic business challenges while serving as a sounding board for executive leadership on key decisions and to challenge traditional thinking.
4. We will review and benchmark our paternity & shared parental leave benefit.
5. 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.
6. Undertake a **Review of current Recruitment Practices** so 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. Develop a **'Next Generation'** leadership program to ensure our identified high-potential future leaders are equipped with the necessary skills to become fantastic leaders.
9. Review & further development of our suite of **Family Friendly Policies**.
10. Continue to monitor & measure our ED&I **KPIs** and reported bi-annually.

Corstorphine & Wright





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 www.corstorphine-wright.com

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